



Sarah Baartman

DISTRICT MUNICIPALITY

Province of the Eastern Cape

progress through development

Medium-Term Budget

2019/20 – 2021/22

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PART 1

ANNUAL BUDGET

CHAPTER 1



Mayor's Report

BUDGET SPEECH 2019/2020 - THEME: BACK TO BASICS

Honourable Speaker, Fellow Councillors, Municipal Manager, Senior Managers and officials, Ladies and Gentleman

Introduction

Honourable Speaker, the Integrated Development Plan and Medium-Term Revenue Expenditure Framework was reviewed and prepared whilst the challenges within the District were escalating in all areas of Local Government – poor service delivery, minimal economic development and growth and municipalities at risk of not being a going concern due to their current financial statuses.

We are encountering an enormous amount of challenges within our sphere of government and specifically in our district. We can only respond to the challenges by being positive and optimistic about the future of our district. The response to the challenges must be focused on improving service delivery within the district, enhance economic development and growth, financial sustainability and good governance – only through working together with Local Municipalities and the other two spheres of Government.

We need to embrace the 4th industrial revolution which promotes working "SMARTER" through innovation and being open to new ways of doing things for the betterment of the community.

Minister Tito Titus Mboweni mentioned the following in his Budget Speech -

"Twenty-five years ago, the Budget was prepared on reams of paper, carefully stapled together. I reviewed this speech on my tablet, and you can keep track of the speech on Twitter right now. By the way, it is at #RSABudget. Who knows how the Budget will be prepared in twenty-five years' time?"

Honourable Speaker, the Minister has embraced innovation and we too need to embrace innovation to drive efficiencies and effectiveness of service delivery.

With this being said, it is important to acknowledge that the national fiscus is under tremendous strain and that funds will no longer flow freely from the fiscus. Where funds are flowing to Local Government specifically, the conditions of these allocations are more onerous than before. This is mainly to prevent the country from borrowing funds that are not being spent and paying high interest amounts on borrowings. We thus need to prioritise projects, allocations and spend with caution and ensure that value for money and impact is attained.

This reality is evident in the Economic Outlook.

Economic outlook

The global economy is growing but signs of slowing growth have emerged. The International Monetary Fund (IMF) projects that the world economy will grow by 3.5 percent in 2019 and 3.6 percent in 2020, compared to its prior estimate of 3.7 percent in both years.

GDP growth projections for the United States, China and Europe have been revised down over the last six months. This is mainly due to trade tensions between the US and China and lower crude prices that have reversed recent

optimism about prospects for oil-exporting economies. World trade is expected to increase by 4 percent over the medium term, which is 1.3 percent lower than the growth in 2017.

Growth in developing economies is expected to decrease from 4.6 percent in 2018 to 4.5 percent in 2019 and thereafter increase to 4.9 percent in 2020. The decrease is mainly due to lower oil prices and trade risks. Developing countries remain susceptible to changes in investor sentiment.

Economic growth for most economies in sub-Saharan Africa, a major export destination for South African manufacturers, is expected to exceed 4 percent over the next 5 years.

Growth is returning to lower long-term averages in developed economies. These economies still face the risk of potential for tariff increases and retaliation. However, oil prices have eased and monetary policy tightening have become less aggressive in these economies.

South Africa's projected GDP growth forecast has been revised down from 1.5 percent to 0.7 percent in 2018. The National Treasury forecasts that the South African economy will grow by 1.5 percent in 2019, rising to 2.1 percent by 2021. The projections have taken into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

The unemployment rate decreased from an average of 27.5 per cent in 2017 to 27.1 per cent in 2018. The labour market hinders easy entry into employment, particularly for young people.

Net employment grew by 225 000 in 2018, mostly due to an increase in the informal non-agricultural sector. Private-sector employment growth remained flat over the first three quarters of 2018.

Lower industrial employment has been somewhat offset by stronger growth in services. Employment in gold mining has dropped during seven of the last eight quarters ending September 2018. Mining employment is expected to remain under pressure, with numerous companies announcing restructuring or mine closures.

The national minimum wage and other legislative amendments have been implemented, providing certainty in the labour market. Business and labour have pledged to support job creation and retention through the National Economic Development and Labour Council.

Headline inflation declined from 5.3 per cent in 2017 to 4.7 per cent in 2018, as lower food and services inflation offset high petrol inflation in the second half of the year. Fuel inflation increased to 20.1 percent in the second half of 2018 due to higher oil prices, putting upward pressure on public transport and freight costs. As a result of these large fuel price increases, the Department of Energy is reviewing the basic fuel price formula.

Consumer price index (CPI) inflation is expected to reach 5.2 percent in 2019 in response to rising food inflation associated with higher fuel and agricultural input prices. Electricity inflation is also expected to rise. The National Treasury assumes an annual adjustment of 10 percent in electricity prices in each of the next three years, effective from July 2019.

Therefore, stronger and more inclusive growth is required to address unemployment, poverty and inequality. Government must continue to work with business and labour to improve confidence and boost investment. Over the medium term, these efforts will be focused on rapidly changing the structure of the economy and creating new opportunities for more inclusive growth.

Review of the Integrated Development Plan of 2017 - 2022

Honourable Speaker, it is important to remind ourselves continuously of the National Development Plan 2030 priorities. As local government, we need to align our priorities with the National and Provincial priorities to ensure that as a country we realise the ultimate plan.

The IDP Steering Committee and Management convened and analysed the information on developments in SBDM in the period under review using the existing Integrated Development Plan's data base as the baseline. This is the second review of the IDP and it enables s SBDM to critically reflect on progress made two years into the process of how it is advancing its vision, mission and development priorities for the District as well as challenges it faces.

The Development Priorities remain unchanged for the year under review.

In February 2019 The SBDM held a strategic planning session together with the seven constituent local municipalities. The purpose of this session was to reflect on the progress the SBDM has achieved in meeting its development objectives as well as obtaining feedback from the LM's as to what SBDM needs to do to enhance its own capacity and what SBDM needs to do to support the LM's.

In light of the crippling drought that has affected the SBDM for the past number of years, Water management and support to the LM's to manage this threat was the number one priority that was agreed on at the planning session. The other two critical priorities to emerge was Local Economic Development and the professionalization of the SBDM to better assist the LM's.

This IDP Review has seeks to talk to these priorities and highlights the actions that are required to address these priorities. Chapter Three: *Developmental Interventions in the District* discusses the needs and ways in which these will be met which in turn seeks to the Financial Plan which list the projects will be undertaken to meet these needs.

The District thus identifies itself as the center of co-ordination on behalf of its 7 local Municipalities. This therefore suggests that all sector departments, stakeholders and business investment opportunities will be co-ordinated through SBDM on behalf of all local Municipalities. Consequently, the Integrated Development Plan includes services to be rendered by all sector departments to the communities of Sarah Baartman. Sector alignment is an integral part of the IDP process.

In an effort to strengthen our support to local municipalities, the district is developing a model that will enhance capacity building to municipalities by ensuring accountability of relationship managers and increase performance by incorporating it into the individual performance plans. To increase service delivery, the municipality will embark on exploring shared service model in achieving some of its objectives.

Honourable Speaker, in each of these areas, there are many programmes and interventions underway, and numerous stakeholders and institutions involved. It is therefore important that we as local government strengthen our relations with all stakeholders to assist in achieving our goals.

Medium Term Revenue Expenditure Framework 2019/20 – 2021/22

Honourable Speaker, the Municipality's budget reflects the strategic outcomes embodied in the IDP. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council.

Our Constitution requires an equitable division of nationally collected revenue between national, provincial and local government. This is set out in the *Division of Revenue Act* and its accompanying *Explanatory Memorandum*.

The division of revenue involves a substantial redistribution of resources from the wealthiest areas in our country – where most of our taxes are raised – to lower-income communities and households. The allocations to predominantly rural municipalities are twice as large, per household, than those to metropolitan councils.

The national allocation over the next 3 years is as follows:

48.1% to national government; 43% to provinces and 8.9% to local government.

Allocations to basic services provided by municipalities have been prioritised, despite the constraints of the budget framework. The review of local government infrastructure grants as well as the Equitable Share is in progress, which will lead to simplification and consolidation of the financing arrangements.

Over the longer term, progress in municipalities requires local economic growth, property development and revenue enhancement, alongside national and provincial support. These are key elements in the "back to basics" municipal development strategy.

Operating and Capital Budgets for 2019/2020

The 2019/2020 budget has been prepared on the basis of investing in infrastructure projects and support programmes to ensure that service delivery is provided and maintained and that the municipality remain reactive to the community's needs. The programmes budgeted for also aims at stimulating the economy of Sarah Baartman through the support to SMMEs, Youth and designated groups.

This year (2019/2020), an Operating Budget of R149 million is being presented to the Council. This budget represents a decrease of 17% on the adjusted budget of the 2018/2019 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects, the budget of R30 million that was allocated for CDDA for the relocation of our offices and the prudent budgeting method to ensure financial sustainability.

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R93.5 million for the 2019/2020 financial year. The allocations for the outer years are R97.1 million and R101.1 million respectively, which represents an increase of 3.9% and 4.1% respectively.

The revenue budget includes an amount of R15 million for interest revenue which is based on an expected 7% to be received on investments. The budget also includes an amount of R1.4 million for rental revenue generated on properties. The municipality will only be receiving an amount of R3.4 million for all other conditional grants reflected in DORA. This has reduced further in comparison to the previous year as there is no allocation indicated in DORA for EPWP for the municipality. The municipality is also no longer receiving MSIG. This is a real concern which has been questioned but is clearly a direct result of the management of the national fiscus by Treasury. The balance of the budget is funded from accumulated surplus.

Summary of Expenditure Budgets per Department

As indicated above, the total operating and capital expenditure budget is estimated at R149 million (inclusive of Capital Budget). This budget is allocated as follows –

DEPARTMENT	AMOUNT	%
	R'000	
Infrastructure Development and Community Services	55,527	37%
Finance & Corporate Services	41,951	28%
Economic Development and Planning	22,059	15%
Office of the Mayor	18,934	13%
Office of the Municipal Manager	10,503	7%
Total	148,975	100%

Project Expenditure

Project expenditure for the 2019/2020 budget details are reflected on pages 155 – 157 of the Budget Document.

Offices of the Mayor and the Municipal Manager

Honourable Speaker, the budget for the Offices of the Mayor and Municipal Manager includes the budget allocated for the Speaker as well as the Mayoral Committee and Councillors. Included in this budget, amounts are set aside for the Moral Regeneration campaign, Imbizos and Outreaches and Public Participation.

In the previous year, key initiatives were required which emanated from a Strategic Planning Workshop. These initiatives are still continuing and are critical in promoting and stimulating the economy within the District – these are Stakeholder Management and Initiating and strengthening Strategic Partnerships

The District municipality will also be focusing on supporting the Local Municipalities through the following –

- Reviewal of the Inter-Governmental Forums

- Enhancement of Performance Management at local municipalities
- Promotion of Good Governance at local municipalities

A new initiative to support the youth within the District was budgeted for. This is the establishment of a Youth Fund. The intention of this fund is to assist youth in connecting with funders or funding sustainable initiatives that will contribute towards the economy and assist the young people of Sarah Baartman. The intricacies of how the fund will work are being formulated and will be communicated.

The above projects are a clear indication that the District's focus is to grow the economy to ensure that the disadvantaged groups within the District benefit through these initiatives and supporting the local municipalities within the District.

Infrastructure Development & Community Services

Honourable Speaker, the District as whole finds itself in a very unfortunate state when it comes to Infrastructure. This mainly due to the Ageing of the Infrastructure Assets and the limited amount budgeted for the maintenance of Infrastructure assets. These are the main causes of the poor state of Infrastructure within the District which are creating the problems. The optimal solution to address these challenges is a large capital investment.

It is in light of the above that the functioning of the lobby team will be prioritised whereby the District intends to enhance its lobbying on capital projects within the District. We do however need the local municipalities to work closely with us.

The budget for the Department, with the limited resources of the municipality, is as follows –

An amount of R41.3 million has currently been set aside for the department for current projects, programmes and outsourced functions performed by the local municipalities.

An amount of R15.1 million has been earmarked for fire services of which R11 million is allocated for the contribution to local municipalities. The budget also covers fire equipment for local municipalities as well as training for fire fighters.

The Inter-City Bus Terminal in Graaff-Reinet project was completed. However, the ablution block and offices were budgeted in the current year and is planned to be completed in the 2019/20 financial year.

An amount of R9.8 million has been set aside for Disaster Management. This includes the construction of the Paterson Integrated Emergency Centre which is a multi-year project, the development of Disaster Management Plan for the Local Municipalities and a very limited emergency contingency fund.

The Environmental Health function will continue to be performed by the local municipalities. An amount of R11.1 million will be contributed to the local municipalities to perform the function.

Honourable Speaker, at the Strategic Planning session with all the Local Municipalities present, it was noted that Water was a major concern in the District. We managed to budget an amount R2.2 million to assist with this challenge. This assistance will be in the form of a project on Water Leaks in Makana and Ndlamber as well as ad hoc requested support. The District will also be supporting Local Municipalities on the implementation of projects where requested.

The Rural Roads Access Management Services (RRAMS) project will continue in the year ahead.

Planning & Economic Development

Honourable Speaker, Tourism promotion and development, including creative industries, has been allocated an amount of R4.5 million.

The Department has reviewed the current manner in which the District is being promoted on tourism specifically and will be introducing innovative ways of marketing the District. This will be informed by the Tourism Master Plan. The intention is to drive up the number of tourists visiting our District which will thus contribute positively to our economy.

Local Economic Development initiatives have been budgeted at an amount of R1.9 million. These initiatives include support to Small, Medium and Micro Enterprises, the Agricultural Mentoring Programme, the setting up of a Business Forum and the Establishment of an Economic Helpdesk.

Honourable Speaker, the budget for Economic Development has reduced with the strategic intent that the District Municipality needs to play a more important role in facilitating economic development initiatives which will benefit the District. Accessing the millions of rands that are available from funding institutions for these initiatives is key and thus a Donor Management Strategy will be developed.

Honourable Speaker, an amount of R6 million has been allocated for the District Development Agency to fund mainly its operational requirements.

The CDDA has been part of the partnership with the Jincheng Municipality in China and was tasked by this Council to explore the economic development opportunities created by the municipality and take the initiatives forward.

The Council also resolved on the CDDA having access to the land owned by the municipality and identify possible development opportunities on the land. These initiatives are in progress and must be fast-tracked to assist in promoting economic growth within the District.

Honourable Speaker, the District needs to however enhance its support and oversight over the municipal entity to ensure that the intended mandate to initiate and implement catalytic socio-economic and infrastructural projects across the district becomes a reality.

Finance and Corporate Services

One major programme for this Department will be to support local municipalities to improve their audit outcomes and financial sustainability.

Honourable Speaker, this is a mammoth task, as the local municipalities are continuously requesting the District to provide them with technical financial assistance to enable the municipalities to comply with GRAP e.g. reviewal of their assets, preparation of their provisions, etc. This is a clear indication that the municipalities lack the required capacity.

On the other hand, the municipalities are incurring high electricity and water losses, they are unable to pay their creditors within the required 30 days or even pay at all, losses are being incurred on services and the list continues.

An amount of only R2.4 million has been set aside due to the limited resources of the District.

The Department's focus is currently more of financial sustainability. The current project includes an Assessment on the Completeness of Revenue. 3 Local Municipalities are being assessed in the current year and 4 Local Municipalities will be assessed in the year ahead. The outcome thus far indicates that there is a huge amount of revenue that is not being billed by municipalities. The District is thus identifying additional revenue opportunities from the current existing gaps and thus intends to assist Local Municipalities in optimising revenue billing.

Honourable Speaker, the Department have found that the electricity bills from Eskom to the municipalities are so complex that municipalities are not able to verify the usage and the related unit costs charged by Eskom. This was identified as a high risk. The project will include the assessment of the Eskom accounts of all Local Municipalities with the aim of capacitating officials as well as developing an optimal tariff costing structure for the electricity accounts.

The municipality will continue with the assessment of District Shared Services in the year ahead as well as re-organising their Forums to enable the Department to support the Local Municipalities in a more efficient and effective manner.

Capital Budget

The Capital Budget of the District Municipality is R1.4 million. This is primarily to deal with the procurement of furniture and fittings, office and computer equipment.

In Conclusion

Honourable Speaker, the Sarah Baartman District Municipality has achieved an unqualified audit report once again under difficult circumstances, thus indicating financial management excellence in the Sarah Baartman District Municipality.

The financial position of the Sarah Baartman District Municipality is still strong but cost containment measures as well as revenue enhancement initiatives must be implemented to sustain this position.

Honourable Speaker, it is important to note that the usage from the accumulated surplus must be limited and at the same time, aggressive revenue generation initiatives are required to ensure the financial sustainability of the municipality. Key to this is the effectiveness of the Lobby Team.

Honourable Speaker, it is however important to note that the municipality will not be in a position to credibly promote its district or successfully lobby for funds from other sources unless it has the necessary resources and can demonstrate that it can plan and manage strategically; Can prioritize and spend funds efficiently on development programmes; and Promote the development facilitation role.

To assist in this initiative of financial sustainability, serious considerations were undertaken in terms of cost containment measures for the municipality. Over and above our decision to consider this, the Budget Circulars from National Treasury made it requirement for each Council to adopt cost containment measures that must be implemented and has thus been included in the recommendation on adopting the budget in Chapter 2 of the Budget Book.

Honourable Speaker, the Mayoral Committee believes that its new approach to strategic planning through its engagement with Local Municipalities is definitely a step in the right direction.

Honourable Speaker, in closing, I felt it necessary to remind us of what our President Cyril Ramaphosa said during his Inauguration Speech –

"Let us forge a compact for growth and economic opportunity, for productive lands and viable communities, for knowledge, for innovation, and for services that are affordable, accessible and sustainable.

Let us forge a compact for an efficient, capable and ethical state, a state that is free from corruption, for companies that generate social value and propel human development, for elected officials and public servants who faithfully serve no other cause than that of the public.

We must be a society that values excellence, rewards effort and hard work and rejects mediocrity."

Honourable Speaker, if we act upon the message by our President, we will definitely achieve positive result.

Finally I wish to express my heartfelt gratitude to:

- the members of the Mayoral Committee and the IDP and Budget Steering Committee for providing the necessary political oversight during this process;
- Municipal Manager, CFO and the Directors, as well as the officials who have played an instrumental role in the compilation of the IDP and the budget.

Honourable Speaker I now formally table the 2019/2020 medium term IDP, budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

I Thank you!

K E KEKANA
EXECUTIVE MAYOR

CHAPTER 2



Resolutions

CHAPTER 2

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R1.4 million for the year 2019/2020 and the estimates for the two projected outer years 2020/2021 and 2021/2022 for the Sarah Baartman District Municipality are approved as set out in the following schedules:

- Capital budget by vote (**Annexure “E”**)

Operating Budget

IT IS RECOMMENDED

That the annual Operating Revenue of R149 million and the Operating Expenditure of R149 million for the Sarah Baartman District Municipality for the financial year 2019/2020, and the indicatives for the projected medium term period 2020/2021 and 2021/2022 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on Table A3.

That the supporting information contained in the 2019/2020 – 2021/2022 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

Tariffs

IT IS RECOMMENDED

That the tariffs and charges as tabled in the Council agenda in **Annexure “F”** be approved for the 2019/2020 financial year.

Service Level Standards

IT IS RECOMMENDED

That the Service Level Standard for 2019/2020 Medium Term Revenue Expenditure Framework attached as **Annexure “L”** be adopted

Procurement Plan

IT IS RECOMMENDED

That the Procurement Plan for 2019/2020 Medium Term Revenue Expenditure Framework attached as **Annexure “M”** be adopted

Cost Containment Measures

IT IS RECOMMENDED

That the following cost containment measures be approved:

Cost item	Cost containment measure
Catering	Limit catering to specific Inter-Governmental Relation meetings only
Printing and Stationery	Introduction of stores for all consumables; Move to electronic Agendas; Centralise printing
Advertising	Plan advertisements of bids and vacancies - more than 1 bid per advert / more than 1 vacancy per advert
Audit fees	Make all information available for Auditor General based on Prior Year Requests For Information to reduce audit fees
Post-employment medical benefits	Consider offering settlements to members
Vehicles costs (fuel and oil, repairs and maintenance)	Centralise fleet of municipality
Publications	Limit number of publications (meet need); use social

	media more effectively
Electricity	Assess usage and introduce efficiencies in usage
Congress and visits	Review Travel and Subsistence Policy; Limit travelling to high priority meetings
Capital items	Review Asset Management Policy to identify timing of replacement of assets and consequences for damage / loss of assets.

Budget Related Policies

IT IS RECOMMENDED

That the revised and updated Budget Related Policies detailed below, circulated under separate cover be approved:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy; and
- Enterprise Risk Management Policy

Cacadu District Development Agency

IT IS RECOMMENDED

That the annual capital budget of R60 000 for the year 2019/2020 and the estimates for the two projected outer years 2020/2021 and 2021/2022 for the Cacadu District Development Agency be approved.

That the annual Operating Revenue of R14.9 million and the Operating Expenditure of R14.8 million for the Cacadu District Development Agency for the financial year 2019/2020, and the indicatives for the projected medium term period 2020/2021 and 2021/2022 be approved.

The total capital and operating budget by source / type as reflected on Table D2.

That the supporting information contained in the 2019/2020 – 2021/2022 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

CHAPTER 3



Executive Summary

CHAPTER 3

EXECUTIVE SUMMARY

The Sarah Baartman District Municipality's projected overall spending envelope for the 2019/2020 Medium Term Budget (MTB) amounts to R149 million. Approximately R1.4 million will be invested in the office building infrastructure, vehicles, furniture and equipment.

The 2019/2020 MTREF has been prepared within the context of a fragile global economy, taking into account the implications of the rising inflation rates and the slow growth in the gross domestic product.

Within the fragile global economic environment and the local low-growth scenario, it is expected that the Sarah Baartman District Municipality's revenue base will be adversely affected. The Sarah Baartman District Municipality has also seen a slow increase in its revenue base in terms of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the SBDM's revenue base as well. The DORA then reflected an increase in Equitable Share. The Levy Replacement Grant increased marginally from R64.1 million in the 2018/2019 to R66 million in the 2019/2020 financial year which creates a challenge for SBDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The impact of these revenue slow growth in comparison to the consumer price index increases have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 93, the National Treasury reminded municipalities once again of all the previous Budget Circulars' issued and highlighted important factors to consider when preparing the current 2019/2020 Medium Term Budget (MTB). These highlights were as follows:

In the MFMA Circular No 54, the National Treasury provided some guidelines, taking into account the ongoing constraints on the revenue side, municipalities are made aware that tough decisions will have to be made on the expenditure side and that priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

National Treasury then advised municipalities to pay special attention to Circular 58 with Circular 66 as follow up, which classifies the following as unnecessary expenditure that needs to be eliminated:

- Excessive sponsorship of music festivals, sporting events, including ticket purchases for Cllrs and officials
- Excessive catering for meetings and other events
- Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- Cllr and staff perks such as mayoral cars, notebooks, travel allowances, etc
- Excessive staff in the office of the mayor, i.e. spokespersons and political advisors
- Donations not made in terms of indigent policy
- Costs associated with long-standing staff suspensions
- The use of consultants to perform routine management tasks and
- Payment of excessive fees to consultants

National Treasury then issued Circular 74 to remind municipalities of the implication of all previous Circulars issued.

Accordingly, the Sarah Baartman District Municipality's 2019/2020 MTB was guided by the following principles:

- Producing a credible balanced budget;
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- Collectively managing the costs down;
- Identifying alternative funding;
- Reviewing all Sarah Baartman District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Sarah Baartman District Municipality will continue to implement cost containment measures, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;

- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;
- Re-negotiating some of the contracts where necessary; and
- Limiting purchasing of furniture

In Budget Circular 86, National Treasury requires the municipality to report on cost containment measures as National Treasury will be monitoring the implementation thereof. Based on this requirement, specific cost containment measures were identified to reduce the following categories of expenditure as follows:

Cost item	Cost containment measure
Catering	Limit catering to specific Inter Governmental Relation meetings only
Printing and Stationery	Introduction of stores for all consumables; Move to electronic Agendas; Centralise printing (one printer per floor)
Advertising	Plan advertisements of bids and vacancies - more than 1 bid per advert / more than 1 vacancy per advert
Audit fees	Make all information available for Auditor General based on Prior Year Requests For Information to reduce audit fees
Post-employment medical benefits	Consider offering settlements to members
Vehicles costs (fuel and oil, repairs and maintenance)	Centralise fleet - fleet officer identified / appointed
Publications	Limit number of publications (meet need); use social media more effectively
Electricity	Assess usage and introduce efficiencies in usage
Congress and visits	Review Travel and Subsistence Policy; Limit travelling to high priority meetings
Capital items	Review Asset Management Policy to identify timing of replacement of assets and consequences for damage / loss of assets; Employee to have either a laptop or a desktop (not both) based on job requirements

The above cost containment measures were approved by Council when the Final Budget 2017/18 was approved. These initiatives are in the process of being implemented and the implementation will continue into the 2019/20 financial year.

The municipality has also established a Lobby Team to assist in generating additional revenue for the municipality through accessing grants from National and Provincial Government. The intention is to assist the local municipalities in addressing key issues identified through their consultative processes which the local municipalities are not in a position to implement in the 2017/18 budget year due to limited resources. The additional revenue to the municipality would be received through the raising of input value added taxation as revenue as well as a management fee.

The financial position of the Sarah Baartman District Municipality is still strong. The Sarah Baartman District Municipality achieved unqualified audit reports for twelve continuous years, reflecting the drive towards financial management excellence in the Sarah Baartman District Municipality.

The Sarah Baartman District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Sarah Baartman District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2012/2020 MTB will assist in addressing the following key IDP priorities:

- Good Governance and Public Participation
- Institutional Transformation
- Financial Viability and Management
- Infrastructure and Basic Services
- Local Economic Development

The Sarah Baartman District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme.
- Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.

CHAPTER 4



Annual Budget Tables

CHAPTER 4

ANNUAL BUDGET TABLES

The Sarah Baartman District Municipality's projected overall spending envelope for the 2019/2020 MTREF amounts to R149 million. Approximately R1.4 million will be invested in the motor vehicles, furniture and equipment items.

Operating Budget

The Sarah Baartman District Municipality presents an Operating Revenue Budget of R149 million for the 2019/2020 financial year. This estimate represents a decrease of 17% on the adjusted revenue budget of the 2018/2019 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects, the prudent budgeting method to ensure financial sustainability and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2019/2020 – 2021/22 financial years.

Details	Forecast Budget 2018/2019 Rm	Budget 2019/2020 Rm	Estimate 2020/2021 Rm	Estimate 2021/2022 Rm
Revenue	179.3	149.0	153.0	157.0
Expenditure	179.3	149.0	153.0	157.0
Surplus	-	-	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in **Annexure "A"**.

The Sarah Baartman District Municipality is projecting a balanced budget for 2019/20, 2020/2021 and 2021/2022. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

Projects and Programmes	R'm
Office of the Municipal Manager	3.0
Infrastructure Development and Community Services	41.3
Economic Development and Planning	14.1
Finance and Corporate Services	3.5
Total	61.9

Financing of Projects & Programmes

Funding Sources	R'm
Grants: National	2.8
Discretionary Revenue	27.2
Accumulated Surplus	31.9
TOTAL	61.9

Revenue

The decrease of 16% in revenue is mainly as a result limiting the usage from the accumulated surplus of the municipality to fund projects. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2019/2020 year the tariffs will increase by approximately 5.2%.

Expenditure

The actual approved adjusted budget for 2019/20 financial year including project expenditure amounted to R179.3 million.

The 2019/2020 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Sarah Baartman District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Sarah Baartman District Municipality's budgeted balance sheet shows a continuation of a strong financial position. However, the greater utilization of Accumulated Surplus to finance operating expenditure will adversely affect the financial sustainability in the medium term.

Cash Position

The cash position is expected to decline in the current financial year primarily because Sarah Baartman District Municipality has less conditional grant income at its disposal, a decline in revenue and projects being funded from Accumulated Surplus. This will result in a decline in the Accumulated Surplus and interest earnings.

Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of Sarah Baartman District Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminate basic service delivery backlogs.
3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which are;
 - o Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

DC10 Sarah Baartman - Table A1 Consolidated Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands										
Financial Performance										
Property rates	-	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-	-
Investment revenue	18,055	18,866	16,299	17,800	17,800	17,800	17,800	15,000	15,000	15,000
Transfers recognised - operational	95,432	87,632	89,310	92,582	97,092	97,092	97,092	96,837	100,623	104,717
Other own revenue	14,325	8,878	5,407	22,165	64,454	64,454	64,454	37,138	36,925	36,925
Total Revenue (excluding capital transfers and contributions)	127,812	115,376	111,015	132,547	179,346	179,346	179,346	148,975	152,548	156,642
Employee costs	38,545	37,668	36,036	44,976	44,778	44,778	44,778	45,933	49,148	52,588
Remuneration of councillors	6,636	6,652	7,288	8,180	8,180	8,180	8,180	8,196	8,769	9,383
Depreciation & asset impairment	1,547	1,581	1,543	1,700	1,700	1,700	1,700	1,800	1,900	2,000
Finance charges	-	-	-	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-	-
Transfers and grants	27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772
Other expenditure	57,205	62,465	43,308	48,526	92,064	92,064	92,064	61,543	59,165	56,898
Total Expenditure	131,739	128,460	104,217	132,547	179,346	179,346	179,346	148,975	152,548	156,642
Surplus/(Deficit)	(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Transfers and subsidies - capital (monetary allocations) (f)	-	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions	(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Share of surplus/ (deficit) of associate	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) for the year	(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Capital expenditure & funds sources										
Capital expenditure	1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Transfers recognised - capital	-	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-	-
Internally generated funds	1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Total sources of capital funds	1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Financial position										
Total current assets	240,909	236,748	218,666	254,095	199,619	199,619	199,619	174,508	184,308	194,008
Total non current assets	29,004	30,834	46,421	45,994	54,695	37,459	37,459	39,200	54,503	54,516
Total current liabilities	30,124	41,212	17,696	32,000	33,068	33,068	32,000	20,509	20,509	20,509
Total non current liabilities	60,116	56,814	54,148	64,000	64,000	64,000	64,000	65,000	65,000	65,000
Community wealth/Equity	195,972	187,285	195,696	186,809	140,010	140,010	141,078	128,200	153,303	163,016
Cash flows										
Net cash from (used) operating	(16,050)	(2,748)	(6,954)	1,960	(0)	(0)	9,424	1,418	990	990
Net cash from (used) investing	(2,040)	(5,174)	(1,986)	(1,747)	(9,424)	(9,424)	(9,424)	(1,418)	(990)	(990)
Net cash from (used) financing	32,006	13,928	(37,239)	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	97,900	109,841	63,659	63,872	54,235	54,235	63,659	63,659	63,659	63,659
Cash backing/surplus reconciliation										
Cash and investments available	233,205	226,839	213,660	249,892	195,416	195,416	195,416	168,771	178,771	188,771
Application of cash and investments	21,881	33,851	6,693	27,907	28,865	28,865	26,687	8,807	9,080	9,388
Balance - surplus (shortfall)	211,324	192,978	206,967	221,985	166,551	166,551	168,729	159,964	169,691	179,383
Asset management										
Asset register summary (WDV)	45,115	54,447	50,711	46,310	57,749	57,749	57,749	56,208	55,298	54,288
Depreciation	1,547	1,581	1,543	1,700	1,700	1,700	1,700	1,800	1,900	2,000
Renewal and Upgrading of Existing Assets	-	-	-	-	-	-	-	-	-	-
Repairs and Maintenance	118	296	910	500	500	500	500	500	500	500
Free services										
Cost of Free Basic Services provided	-	-	-	-	-	-	-	-	-	-
Revenue cost of free services provided	-	-	-	-	-	-	-	-	-	-
Households below minimum service level										
Water:	-	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:	-	-	-	-	-	-	-	-	-	-
Energy:	-	-	-	-	-	-	-	-	-	-
Refuse:	-	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'

DC10 Sarah Baartman - Supporting Table SA1 Supporting detail to 'Budgeted Financial Performance'											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
REVENUE ITEMS:											
Property rates	6										
Total Property Rates											
less Revenue Foregone (exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)											
Net Property Rates		-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	6										
Total Service charges - electricity revenue											
less Revenue Foregone (in excess of 50 kwh per indigent household per month)											
less Cost of Free Basis Services (50 kwh per indigent household per month)											
Net Service charges - electricity revenue		-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	6										
Total Service charges - water revenue											
less Revenue Foregone (in excess of 6 kilolitres per indigent household per month)											
less Cost of Free Basis Services (5 kilolitres per indigent household per month)											
Net Service charges - water revenue		-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue											
Total Service charges - sanitation revenue											
less Revenue Foregone (in excess of free sanitation service to indigent households)											
less Cost of Free Basis Services (free sanitation service to indigent households)											
Net Service charges - sanitation revenue		-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	6										
Total refuse removal revenue											
Total landfill revenue											
less Revenue Foregone (in excess of one removal a week to indigent households)											
less Cost of Free Basis Services (removed once a week to indigent households)											
Net Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-
Other Revenue by source											
Fuel Levy		12,884	7,167	3,995	20,715	63,004	63,004	63,004	35,688	35,475	35,475
Other Revenue											
	3										
Total 'Other' Revenue	1	12,884	7,167	3,995	20,715	63,004	63,004	63,004	35,688	35,475	35,475
EXPENDITURE ITEMS:											
Employee related costs	2	24,173	37,668	36,036	35,793	35,595	35,595	35,595	35,901	38,414	41,102
Basic Salaries and Wages		1,857			2,532	2,532	2,532	2,532	3,212	3,437	3,677
Pension and UIF Contributions		6,742			902	902	902	902	1,202	1,286	1,376
Medical Aid Contributions					-	-	-	-			
Overtime		965			1,904	1,904	1,904	1,904	2,047	2,190	2,344
Performance Bonus					1,496	1,496	1,496	1,496	2,144	2,295	2,455
Motor Vehicle Allowance		2,919			169	169	169	169	193	207	221
Cellphone Allowance		370			225	225	225	225	403	431	461
Housing Allowances		1,385			1,955	1,955	1,955	1,955	831	890	952
Other benefits and allowances											
Payments in lieu of leave											
Long service awards											
Post-retirement benefit obligations											
Less: Employees costs capitalised to PPE	4										
Total Employee related costs	5	38,545	37,668	36,036	44,976	44,778	44,778	44,778	45,933	49,148	52,588
	1	38,545	37,668	36,036	44,976	44,778	44,778	44,778	45,933	49,148	52,588
Contributions recognised - capital											
List contributions by contract											
Total Contributions recognised - capital		-	-	-	-	-	-	-	-	-	-

Depreciation & asset impairment											
Depreciation of Property, Plant & Equipment		1,547	1,581	1,543	1,700	1,700	1,700	1,700	1,800	1,900	2,000
Lease amortisation											
Capital asset impairment											
Depreciation resulting from revaluation of PPE	10										
Total Depreciation & asset impairment	1	1,547	1,581	1,543	1,700	1,700	1,700	1,700	1,800	1,900	2,000
Bulk purchases											
Electricity Bulk Purchases											
Water Bulk Purchases											
Total bulk purchases	1	-	-	-	-	-	-	-	-	-	-
Transfers and grants											
Cash transfers and grants		27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772
Non-cash transfers and grants		-	-	-	-	-	-	-	-	-	-
Total transfers and grants	1	27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772
Contracted services											
List services provided by contract											
Information technology		618			-						
Security and cleaning		1,150	4,162	2,485	1,500	1,688	1,688	1,688	1,881	2,091	2,202
Internal Audit		731			600	600	600	600	700	740	780
Consultant Fees		365			200	200	200	200	200	210	220
sub-total	1	2,863	4,162	2,485	2,300	2,488	2,488	2,488	2,881	3,041	3,202
Allocations to organs of state:											
Electricity											
Water											
Sanitation											
Other		-	-	-	-	-	-	-	-	-	-
Total contracted services	1	2,863	4,162	2,485	2,300	2,488	2,488	2,488	2,881	3,041	3,202
Other Expenditure By Type											
Collection costs											
Contributions to 'other' provisions											
Consultant fees											
Audit fees											
General expenses	3	12,192	21,894	16,275	1,394	48,203	48,203	48,203	17,327	12,074	6,816
Audit fees		4,426	3,804	3,807	3,600	3,600	3,600	3,600	4,000	4,220	4,450
Medical Aid Contribution: Pensioners SBDM		3,994	4,072	4,239	4,365	4,365	4,365	4,365	4,900	5,160	5,440
Fuel and oil		982	1,296	802	1,000	1,000	1,000	1,000	1,060	1,120	1,160
Electricity		1,077	1,020	1,006	990	990	990	990	1,000	1,050	1,110
Project cost		31,315	25,834	12,563	34,877	31,418	31,418	31,418	30,375	32,500	34,700
Total 'Other' Expenditure	1	53,967	57,920	36,692	46,225	89,576	89,576	89,576	58,662	55,124	53,696
by Expenditure Item	8										
Employee related costs											
Other materials											
Contracted Services											
Other Expenditure		118	296	910	500	500	500	-	500	500	500
Total Repairs and Maintenance Expenditure	9	118	296	910	500	500	500	-	500	500	500

Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile a complete set of government reports.

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Revenue - Functional										
<i>Governance and administration</i>		117,294	112,515	108,178	110,608	146,790	146,790	146,602	150,039	153,995
Executive and council		8,242	779	-	613	33,454	33,454	34,223	34,010	34,010
Finance and administration		105,933	111,736	108,178	109,995	113,335	113,335	112,379	116,029	119,985
Internal audit		3,119	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	-	-	14,193	22,440	22,440	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	13,731	21,978	21,978	-	-	-
Housing		-	-	-	462	462	462	-	-	-
Health		-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		10,467	2,861	2,838	7,747	10,117	10,117	2,373	2,509	2,647
Planning and development		994	877	885	4,507	5,707	5,707	-	-	-
Road transport		9,474	1,983	1,953	3,240	4,410	4,410	2,373	2,509	2,647
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		50	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-
Water management		50	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	127,812	115,376	111,015	132,547	179,346	179,346	148,975	152,548	156,642
Expenditure - Functional										
<i>Governance and administration</i>		60,994	62,810	60,156	67,755	101,645	101,645	71,433	76,461	79,701
Executive and council		26,221	21,254	12,497	26,742	57,293	57,293	27,703	30,692	31,494
Finance and administration		34,773	41,556	47,659	41,012	44,351	44,351	43,730	45,769	48,207
Internal audit		-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		34,583	32,132	22,467	36,790	42,074	42,074	46,953	46,721	46,147
Community and social services		2,116	1,128	-	9,537	9,537	9,537	9,447	8,459	8,950
Sport and recreation		59	148	-	-	-	-	-	-	-
Public safety		19,822	22,581	11,778	13,971	19,205	19,205	24,014	23,949	22,021
Housing		433	439	438	300	-	-	490	523	558
Health		12,153	7,836	10,251	12,982	13,332	13,332	13,002	13,789	14,619
<i>Economic and environmental services</i>		29,467	28,064	19,376	22,936	29,661	29,661	21,504	21,091	22,358
Planning and development		17,556	25,932	17,424	18,976	24,531	24,531	18,411	18,562	19,691
Road transport		11,911	2,132	1,953	3,960	5,130	5,130	3,093	2,529	2,667
Environmental protection		-	-	-	-	-	-	-	-	-
<i>Trading services</i>		1,167	510	455	920	920	920	3,057	2,100	2,157
Energy sources		-	-	-	-	-	-	-	-	-
Water management		1,167	510	455	920	920	920	3,057	2,100	2,157
Waste water management		-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-
<i>Other</i>	4	5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
Total Expenditure - Functional	3	131,739	128,460	104,217	132,547	179,346	179,346	148,975	152,548	156,642
Surplus/(Deficit) for the year		(3,928)	(13,084)	6,799	-	-	-	-	-	-

DC10 Sarah Baartman - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by functional classification)

Functional Classification Description	Ref	2015/16	2015/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue - Functional										
Municipal governance and administration		117,264	112,515	108,178	110,508	146,790	146,790	146,602	150,939	153,895
Executive and council		8,242	779	-	613	33,454	33,454	34,223	34,610	34,010
Mayor and Council		8,242	779	-	613	1,113	1,113	34,223	34,610	34,010
Municipal Manager, Town Secretary and Chief Executive		-	-	-	-	32,342	32,342	-	-	-
Finance and administration		105,933	111,736	108,178	109,895	113,336	113,336	112,379	116,029	119,885
Administrative and Corporate Support		540	1,025	-	2,923	4,607	4,607	1,000	1,000	1,000
Asset Management		-	-	-	-	50	50	-	-	-
Finance		102,814	109,967	108,178	105,142	105,142	105,142	109,514	113,164	117,120
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		825	167	-	490	1,345	1,345	440	440	440
Information Technology		360	-	-	40	700	750	-	-	-
Legal Services		-	-	-	-	-	-	-	-	-
Marketing, Customer Relations, Publicity and Media Co-		-	-	-	-	-	-	-	-	-
Property Services		1,395	578	-	1,400	1,400	1,400	1,400	1,400	1,400
Supply Chain Management		-	-	-	-	-	-	25	25	25
Internal audit		3,119	-	-	-	-	-	-	-	-
Governance Function		3,119	-	-	14,193	22,440	22,440	-	-	-
Community and public safety		-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-
Public safety		-	-	-	13,731	21,978	21,978	-	-	-
Fire Fighting and Protection		-	-	-	13,731	21,978	21,978	-	-	-
Housing		-	-	-	462	462	462	-	-	-
Housing		-	-	-	462	462	462	-	-	-
Informal Settlements		-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-
Chemical Safety		-	-	-	-	-	-	-	-	-
Economic and environmental services		10,457	2,851	2,838	7,747	10,117	10,117	2,373	2,509	2,647
Planning and development		994	677	885	4,507	5,707	5,707	-	-	-
Economic Development/Planning		994	-	885	4,507	5,707	5,707	-	-	-
Regional Planning and Development		-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City		-	677	-	-	-	-	-	-	-
Road transport		9,474	1,883	1,953	3,240	4,410	4,410	2,373	2,509	2,647
Public Transport		-	-	-	-	-	-	-	-	-
Road and Traffic Regulation		-	-	-	-	-	-	-	-	-
Roads		9,474	1,883	1,953	3,240	3,240	3,240	2,373	2,509	2,647
Taxi Ranks		-	-	-	-	1,170	1,170	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Trading services		50	-	-	-	-	-	-	-	-
Water management		50	-	-	-	-	-	-	-	-
Water Treatment		-	-	-	-	-	-	-	-	-
Water Distribution		50	-	-	-	-	-	-	-	-
Water Storage		-	-	-	-	-	-	-	-	-
Total Revenue - Functional	2	127,812	115,376	111,015	132,547	179,346	179,346	148,975	152,548	156,642
Expenditure - Functional										
Municipal governance and administration		60,994	62,810	60,156	67,755	101,645	101,645	71,433	76,461	79,781
Executive and council		26,221	21,254	12,497	25,742	57,293	57,293	27,783	30,692	31,464
Mayor and Council		26,221	21,254	12,497	22,069	22,569	22,569	18,934	20,192	21,434
Municipal Manager, Town Secretary and Chief Executive		-	-	-	4,673	34,724	34,724	8,769	10,500	10,060
Finance and administration		34,773	41,556	47,659	41,012	44,351	44,351	43,730	45,769	48,207
Administrative and Corporate Support		10,255	8,092	-	11,816	10,873	10,873	13,251	13,707	14,457
Asset Management		-	-	-	5,249	5,056	5,056	4,487	4,735	4,987
Finance		16,691	29,215	47,659	11,250	16,112	16,112	13,570	14,198	14,885
Fleet Management		-	-	-	-	-	-	-	-	-
Human Resources		2,301	1,982	-	5,382	3,216	3,216	3,045	3,231	3,422
Information Technology		3,344	2,678	-	2,445	3,114	3,114	3,262	3,452	3,560
Legal Services		-	-	-	1,945	1,955	1,955	-	-	-
Marketing, Customer Relations, Publicity and Media Co-		-	-	-	-	-	-	1,312	1,400	1,479
Property Services		2,181	591	-	1,120	1,880	1,880	1,990	2,080	2,190
Risk Management		-	-	-	-	-	-	-	-	-
Security Services		-	-	-	1,000	1,520	1,520	1,581	2,091	2,202
Supply Chain Management		-	-	-	815	825	825	832	676	534
Valuation Service		-	-	-	-	-	-	-	-	-
Internal audit		-	-	-	-	-	-	-	-	-
Governance Function		-	-	-	-	-	-	-	-	-
Community and public safety		34,583	32,132	22,487	36,790	42,674	42,674	46,553	48,721	46,147
Community and social services		2,116	1,128	-	9,537	9,537	9,537	9,447	8,459	8,950
Aged Care		-	-	-	-	-	-	-	-	-
Disaster Management		-	-	-	9,537	9,537	9,537	9,447	8,459	8,950
Libraries and Archives		2,116	1,128	-	-	-	-	-	-	-
Literacy Programmes		-	-	-	-	-	-	-	-	-
Sport and recreation		50	148	-	-	-	-	-	-	-
Sports Grounds and Stadiums		50	148	-	-	-	-	-	-	-
Public safety		19,822	22,581	11,778	13,971	19,205	19,205	24,014	23,945	22,021
Fire Fighting and Protection		19,822	22,581	11,778	13,971	19,205	19,205	24,014	23,945	22,021
Housing		433	439	438	300	-	-	490	523	558
Housing		433	439	438	300	-	-	490	523	558
Informal Settlements		-	-	-	-	-	-	-	-	-
Health		12,153	7,836	10,251	12,982	13,332	13,332	13,002	13,789	14,619
Ambulance		-	-	-	-	-	-	-	-	-
Health Services		12,153	7,836	10,251	12,982	13,332	13,332	13,002	13,789	14,619
Chemical Safety		-	-	-	-	-	-	-	-	-
Economic and environmental services		29,457	28,064	19,376	22,938	29,561	29,561	21,504	21,091	22,358
Planning and development		17,555	25,932	17,424	18,979	24,531	24,531	16,411	16,562	19,691
Billboards		-	-	-	-	-	-	3,380	3,109	3,300
Corporate Wide Strategic Planning (IDFs, LEDs)		-	-	-	-	-	-	-	-	-
Central City Improvement District		-	-	-	-	-	-	-	-	-
Development Facilitation		-	-	-	-	-	-	-	-	-
Economic Development/Planning		12,772	25,932	17,424	8,983	10,506	10,506	10,415	10,579	11,460
Regional Planning and Development		-	-	-	-	-	-	-	-	-
Town Planning, Building Regulations and Enforcement, and City		4,785	-	-	1,645	1,645	1,645	2,362	2,485	2,629
Project Management Unit		-	-	-	4,211	5,931	5,931	1,254	1,330	1,302
Provincial Planning		-	-	-	-	-	-	-	-	-
Support to Local Municipalities		-	-	-	4,157	6,449	6,449	1,000	1,000	1,000
Road transport		11,911	2,132	1,553	3,960	5,130	5,130	3,093	2,529	2,667
Public Transport		-	-	-	-	-	-	-	-	-
Road and Traffic Regulation		-	-	-	-	-	-	-	-	-
Roads		11,911	2,132	1,553	3,960	5,130	5,130	3,093	2,529	2,667
Taxi Ranks		-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-
Soil Conservation		-	-	-	-	-	-	-	-	-
Trading services		1,167	510	455	920	920	920	3,057	2,100	2,157
Water management		1,167	510	455	920	920	920	3,057	2,100	2,157
Water Treatment		-	-	-	-	-	-	-	-	-
Water Distribution		1,167	510	455	920	920	920	3,057	2,100	2,157
Water Storage		-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-
Street Cleaning		-	-	-	-	-	-	-	-	-
Other		5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
Markets		-	-	-	-	-	-	-	-	-
Tourism		5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
Total Expenditure - Functional	3	131,735	128,460	104,217	132,547	179,346	179,346	148,975	152,548	156,642
Surplus/(Deficit) for the year		(3,923)	(13,084)	6,798	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)

DC10 Sarah Baartman - Supporting Table SA2 Consolidated Matrix Financial Performance Budget (revenue source/expenditure type & dept.)																	
Description	Ref	Vote 1 -	Vote 2 -	Vote 3 -	Vote 4 - Health	Vote 5 -	Vote 6 -	Vote 7 - Public	Vote 8 - Sport	Vote 9 - Waste	Vote 10 -	Vote 11 - Water	Vote 12 -	Vote 13 -	Vote 14 -	Vote 15 -	Total
		Executive and Council	Finance and Corporate Services	Planning and Infrastructure Development		Community Services	Housing	Safety	and Recreation	Management	Roads	Tourism	Electricity	[NAME OF VOTE 14]	[NAME OF VOTE 15]		
R (thousand)	1																
Revenue By Source																	
Property rates																	-
Service charges - electricity revenue																	-
Service charges - water revenue																	-
Service charges - sanitation revenue																	-
Service charges - refuse revenue			1,400														1,400
Rental of facilities and equipment			15,000														15,000
Interest earned - external investments																	-
Interest earned - outstanding debtors																	-
Dividends received																	-
Fines, penalties and forfeits																	-
Licences and permits																	-
Agency services	34,223		1,515								2,373						35,738
Other revenue			94,464														96,837
Transfers and subsidies																	-
Gains on disposal of PPE																	-
Total Revenue (excluding capital transfers and contribution)		34,223	112,379	-	-	-	-	-	-	-	2,373	-	-	-	-	-	148,975
Expenditure By Type																	
Employee related costs	14,349		15,315	10,709	1,425		490	1,379				807			1,458		45,933
Remuneration of councillors	8,196																8,196
Debt impairment			1,800														1,800
Depreciation & asset impairment																	-
Finance charges																	-
Bulk purchases																	-
Other materials																	-
Contracted services			2,881														2,881
Transfers and subsidies			1,000	6,000	11,130			11,000			2,373	2,235			4,570		31,503
Other expenditure	8,831		24,071	6,153	447			11,635			720						58,662
Loss on disposal of PPE																	-
Total Expenditure		31,376	45,058	22,862	13,002	-	490	24,014	-	-	3,093	3,042	-	-	6,028	-	146,975
Surplus/(Deficit)		2,847	67,311	(22,862)	(13,002)	-	(490)	(24,014)	-	-	(720)	(3,042)	-	-	(6,028)	-	-
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial and District)																	
Transfers and subsidies - capital (monetary allocations)																	
(National / Provincial Departmental Agencies,																	
Households, Non-profit Institutions, Private Enterprises,																	
Public Corporations, Higher Educational Institutions)																	
Transfers and subsidies - capital (in-kind - all)																	
Surplus/(Deficit) after capital transfers & contributions																	

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of Sarah Baartman District Municipality.

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (Revenue and expenditure by municipal vote)										
Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
Revenue by Vote	1									
Vote 1 - Executive and Council		8,242	779	-	613	33,454	33,454	34,223	34,010	34,010
Vote 2 - Finance and Corporate Services		109,052	111,736	108,178	109,995	113,335	113,335	112,379	116,029	119,985
Vote 3 - Planning and Infrastructure Development		994	877	885	4,507	5,707	5,707	0	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	462	462	462	-	-	-
Vote 7 - Public Safety		-	-	-	13,731	21,978	21,978	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		9,474	1,953	1,953	3,240	4,410	4,410	2,373	2,509	2,647
Vote 11 - Water		50	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Revenue by Vote	2	127,812	115,376	111,015	132,547	179,346	179,346	148,975	152,548	156,642
Expenditure by Vote to be appropriated	1									
Vote 1 - Executive and Council		26,221	21,254	12,497	33,196	57,293	57,293	33,388	36,646	37,714
Vote 2 - Finance and Corporate Services		34,773	41,556	47,659	38,934	44,351	44,351	41,808	43,744	46,055
Vote 3 - Planning and Infrastructure Development		17,556	25,932	17,424	14,598	24,531	24,531	14,648	14,633	15,623
Vote 4 - Health		12,153	7,836	10,251	12,982	13,332	13,332	13,002	13,789	14,619
Vote 5 - Community Services		2,116	1,128	-	9,537	9,537	9,537	-	-	-
Vote 6 - Housing		433	439	438	300	-	-	490	523	558
Vote 7 - Public Safety		19,822	22,581	11,778	23,507	19,206	19,206	33,461	32,409	30,971
Vote 8 - Sport and Recreation		59	148	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-
Vote 10 - Roads		11,911	2,132	1,953	3,260	5,130	5,130	3,093	2,529	2,667
Vote 11 - Water		1,167	510	455	1,623	920	920	3,057	2,100	2,157
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
Total Expenditure by Vote	2	131,739	128,460	104,217	132,547	179,346	179,346	148,975	152,548	156,642
Surplus/(Deficit) for the year	2	(3,928)	(13,084)	6,799	-	-	-	-	-	-

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A											
Vote Description		Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote		1									
Vote 1 - Executive and Council			8,242	779	-	613	33,454	33,454	34,223	34,010	34,010
1.1 - Council's expenses			6,890	779	-	613	613	613	34,223	34,010	34,010
1.2 - Office of the speaker			-	-	-	-	50	50	-	-	-
1.3 - Office of the municipal manager			-	-	-	-	32,042	32,042	-	-	-
1.4 - Capacity building			461	-	-	-	300	300	-	-	-
1.5 - Performance management			-	-	-	-	-	-	-	-	-
1.6 - Mayoral committee			-	-	-	-	450	450	-	-	-
1.7 - Management - Finance and Corporate Services			-	-	-	-	-	-	-	-	-
1.8 - Management - Economic Development			-	-	-	-	-	-	-	-	-
1.9 - Management - Planning and Infr Development			-	-	-	-	-	-	-	-	-
1.10 - Other			891	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services			109,052	111,736	108,178	109,995	113,335	113,335	112,379	116,029	119,985
2.1 - Financial Accounting Division			14	-	-	-	684	684	-	-	-
2.2 - Revenue Collection			105,413	99,396	108,178	105,142	106,142	106,142	108,464	112,114	116,070
2.3 - Payroll Administration			46	42	-	50	50	50	50	50	50
2.4 - Information Technology			360	-	-	40	790	790	-	-	-
2.5 - Pensioners Expenditure - Roadworks			-	4,574	-	-	-	-	-	-	-
2.6 - Security and Cleaning			-	-	-	-	-	-	-	-	-
2.7 - Finance Management and Support			520	1,025	-	720	720	720	1,000	1,000	1,000
2.8 - Public Relations			-	-	-	-	-	-	-	-	-
2.9 - People Management			325	167	-	440	1,296	1,296	440	440	440
2.10 - Other			2,376	6,532	-	3,603	3,653	3,653	2,425	2,425	2,425
Vote 3 - Planning and Infrastructure Development			994	877	885	4,507	5,707	5,707	0	-	-
3.1 - GIS Specialist			-	-	-	-	-	-	-	-	-
3.2 - HOD - Planning Unit			-	-	-	-	-	-	-	-	-
3.3 - Project Management			-	877	-	1,000	1,007	1,007	-	-	-
3.4 - Local Economic Development			994	-	-	3,507	4,607	4,607	0	-	-
3.5 - Planning Unit			-	-	885	-	93	93	-	-	-
3.6 - Trade and Investment			-	-	-	-	-	-	-	-	-
3.7 - Planning and Infra - Admin Support			-	-	-	-	-	-	-	-	-
Vote 4 - Health			-	-	-	-	-	-	-	-	-
4.1 - Primary Health Care			-	-	-	-	-	-	-	-	-
4.2 - Environmental Health			-	-	-	-	-	-	-	-	-
4.3 - Environmental Health Management			-	-	-	-	-	-	-	-	-
4.4 - Clinics			-	-	-	-	-	-	-	-	-
Vote 5 - Community Services			-	-	-	-	-	-	-	-	-
5.1 - Cemeteries - Other			-	-	-	-	-	-	-	-	-
5.2 - Libraries			-	-	-	-	-	-	-	-	-
Vote 6 - Housing			-	-	-	462	462	462	-	-	-
6.1 - Housing Coordinator			-	-	-	462	462	462	-	-	-
6.2 - Housing Rielbron			-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety			-	-	-	13,731	21,978	21,978	-	-	-
7.1 - Disaster Management			-	-	-	-	-	-	-	-	-
7.2 - Fire Services			-	-	-	13,731	21,978	21,978	-	-	-
Vote 8 - Sport and Recreation			-	-	-	-	-	-	-	-	-
8.1 - Sport grounds			-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management			-	-	-	-	-	-	-	-	-
9.1 - Sanitation and Refuse - Rielbron			-	-	-	-	-	-	-	-	-
9.2 - Solid Waste			-	-	-	-	-	-	-	-	-
9.3 - Waste Water			-	-	-	-	-	-	-	-	-
Vote 10 - Roads			9,474	1,983	1,953	3,240	4,410	4,410	2,373	2,509	2,647
10.1 - Roads and Transport			9,474	1,983	1,953	3,240	4,410	4,410	2,373	2,509	2,647
10.2 - Roads - Rielbron roads streets and public places			-	-	-	-	-	-	-	-	-
10.3 - Roads - Rielbron			-	-	-	-	-	-	-	-	-
Vote 11 - Water			50	-	-	-	-	-	-	-	-
11.1 - Water Services Authority			50	-	-	-	-	-	-	-	-
11.2 - Water - Rielbron			-	-	-	-	-	-	-	-	-
Vote 12 - Electricity			-	-	-	-	-	-	-	-	-
12.1 - Electricity - Other			-	-	-	-	-	-	-	-	-
12.2 - Electricity - Rielbron			-	-	-	-	-	-	-	-	-
12.3 - Streetlights - Rielbron			-	-	-	-	-	-	-	-	-
Vote 13 - Tourism			-	-	-	-	-	-	-	-	-
13.1 - Tourism, Promotion and Development			-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]			-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]			-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Total Revenue by Vote		2	127,812	115,376	111,015	132,547	179,346	179,346	148,975	152,548	156,642

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A

DC10 Sarah Baartman - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)A											
Vote Description		Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
Expenditure by Vote		1									
Vote 1 - Executive and Council			26,221	21,254	12,497	33,196	57,293	57,293	33,388	36,646	37,714
1.1 - Council's expenses			2,055	4,440	2,458	3,339	3,339	3,339	3,444	3,698	3,932
1.2 - Office of the speaker			1,681	1,792	1,591	2,125	2,175	2,175	2,679	2,821	2,972
1.3 - Office of the municipal manager			2,627	1,284	1,838	6,449	29,696	29,696	6,579	8,593	7,975
1.4 - Capacity building			1,745	908	655	2,157	2,457	2,457	70	120	120
1.5 - Performance management			716	744	921	845	845	845	971	1,037	1,107
1.6 - Mayoral committee			5,969	6,979	5,035	8,652	9,102	9,102	13,461	14,353	15,210
1.7 - Management - Finance and Corporate Services			1,268	1,342		1,870	1,870	1,870	1,997	2,075	2,201
1.8 - Management - Economic Development			3,135	1,948		2,018	2,068	2,068	2,147	2,227	2,368
1.9 - Management - Planning and Infr Development			1,543	824		1,864	1,864	1,864	1,615	1,702	1,809
1.10 - Other			5,482	994	-	3,875	3,875	3,875	15	20	20
Vote 2 - Finance and Corporate Services			34,773	41,556	47,659	38,934	44,351	44,351	41,808	43,744	46,055
2.1 - Financial Accounting Division			8,169	7,725	33,233	7,083	10,844	10,844	6,093	6,444	6,809
2.2 - Revenue Collection			1,218	1,574		827	827	827	854	697	743
2.3 - Payroll Administration			750	769		901	901	901	964	1,050	1,119
2.4 - Information Technology			3,344	3,811		2,445	3,195	3,195	3,262	3,452	3,660
2.5 - Pensioners Expenditure - Roadworks			-	4,203		4,500	4,500	4,500			
2.6 - Security and Cleaning			1,509	1,594		1,520	1,520	1,520	1,981	2,091	2,202
2.7 - Finance Management and Support			1,437	594		1,676	1,676	1,676	2,202	2,336	2,475
2.8 - Public Relations			2,173	1,722		1,378	1,378	1,378	1,312	1,400	1,479
2.9 - People Management			1,891	1,505		2,860	3,716	3,716	3,045	3,231	3,422
2.10 - Other			14,292	18,059	14,426	15,743	15,793	15,793	22,273	23,043	24,145
Vote 3 - Planning and Infrastructure Development			17,556	25,932	17,424	14,598	24,531	24,531	14,648	14,633	15,623
3.1 - GIS Specialist			151	582		180	180	180	746	783	821
3.2 - HOD - Planning Unit			27	9		-	-	-			
3.3 - Project Management			1,279	7,112		4,211	5,931	5,931	1,254	1,330	1,410
3.4 - Local Economic Development			14,315	16,635		7,737	15,857	15,857	9,268	9,352	10,091
3.5 - Planning Unit			1,785	1,594	17,424	2,469	2,562	2,562	3,380	3,169	3,300
3.6 - Trade and Investment			-	-		-	-	-			
3.7 - Planning and Infra - Admin Support			-	-		-	-	-			
Vote 4 - Health			12,153	7,836	10,251	12,982	13,332	13,332	13,002	13,789	14,619
4.1 - Primary Health Care			-	-		-	-	-			
4.2 - Environmental Health			11,467	7,836	10,251	12,056	12,406	12,406	12,042	12,769	13,536
4.3 - Environmental Health Management			685	-		927	927	927	960	1,020	1,083
4.4 - Clinics			-	-		-	-	-			
Vote 5 - Community Services			2,116	1,128	-	9,537	9,537	9,537	-	-	-
5.1 - Cemeteries - Other			-	-		-	-	-			
5.2 - Libraries			2,116	1,128		9,537	9,537	9,537			
Vote 6 - Housing			433	439	438	300	-	-	490	523	558
6.1 - Housing Coordinator			433	439	438	300	-	-	490	523	558
6.2 - Housing Rielbron			-	-		-	-	-			
Vote 7 - Public Safety			19,822	22,581	11,778	23,507	19,206	19,206	33,481	32,409	30,971
7.1 - Disaster Management			8,761	8,865		-	9,537	9,537	9,447	8,459	8,950
7.2 - Fire Services			11,061	13,716	11,778	13,971	9,669	9,669	24,014	23,949	22,021
Vote 8 - Sport and Recreation			59	148	-	-	-	-	-	-	-
8.1 - Sport grounds			59	148		-	-	-	-	-	-
Vote 9 - Waste Management			-	-	-	-	-	-	-	-	-
9.1 - Sanitation and Refuse - Rielbron			-	-		-	-	-	-	-	-
9.2 - Solid Waste			-	-		-	-	-	-	-	-
9.3 - Waste Water			-	-		-	-	-	-	-	-
Vote 10 - Roads			11,811	2,132	1,953	3,260	5,130	5,130	3,093	2,529	2,667
10.1 - Roads and Transport			11,811	2,132	1,953	3,260	5,130	5,130	3,093	2,529	2,667
10.2 - Roads - Rielbron roads streets and public places			-	-		-	-	-	-	-	-
10.3 - Roads - Rielbron			-	-		-	-	-	-	-	-
Vote 11 - Water			1,167	510	455	1,623	920	920	3,057	2,100	2,157
11.1 - Water Services Authority			1,167	510	455	1,623	920	920	3,057	2,100	2,157
11.2 - Water - Rielbron			-	-		-	-	-	-	-	-
Vote 12 - Electricity			-	-	-	-	-	-	-	-	-
12.1 - Electricity - Other			-	-		-	-	-	-	-	-
12.2 - Electricity - Rielbron			-	-		-	-	-	-	-	-
12.3 - Streetlights - Rielbron			-	-		-	-	-	-	-	-
Vote 13 - Tourism			5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
13.1 - Tourism, Promotion and Development			5,528	4,945	1,763	4,147	5,047	5,047	6,028	6,175	6,278
Vote 14 - [NAME OF VOTE 14]			-	-	-	-	-	-	-	-	-
14.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]			-	-	-	-	-	-	-	-	-
15.1 - [Name of sub-vote]			-	-	-	-	-	-	-	-	-
Total Expenditure by Vote		2	131,739	128,460	104,217	132,547	179,346	179,346	148,975	152,548	156,642
Surplus/(Deficit) for the year		2	(3,928)	(13,084)	6,799	-	-	-	-	-	-

DC10 Sarah Baartman - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

DC10 Sarah Baartman - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Revenue By Source											
Property rates	2	-	-	-	-	-	-	-	-	-	-
Service charges - electricity revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - water revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - sanitation revenue	2	-	-	-	-	-	-	-	-	-	-
Service charges - refuse revenue	2	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		1,395	1,661	1,364	1,400	1,400	1,400	1,400	1,400	1,400	1,400
Interest earned - external investments		18,055	18,866	16,299	17,800	17,800	17,800	17,800	15,000	15,000	15,000
Interest earned - outstanding debtors					-						
Dividends received					-						
Fines, penalties and forfeits					-						
Licences and permits					-						
Agency services		46	50	48	50	50	50	50	50	50	50
Transfers and subsidies		95,432	87,632	89,310	92,582	97,092	97,092	97,092	96,837	100,623	104,717
Other revenue	2	12,884	7,167	3,995	20,715	63,004	63,004	63,004	35,688	35,475	35,475
Gains on disposal of PPE											
Total Revenue (excluding capital transfers and contributions)		127,812	115,376	111,015	132,547	179,346	179,346	179,346	148,975	152,548	156,642
Expenditure By Type											
Employee related costs	2	38,545	37,668	36,036	44,976	44,778	44,778	44,778	45,933	49,148	52,588
Remuneration of councillors		6,636	6,652	7,288	8,180	8,180	8,180	8,180	8,196	8,769	9,383
Debt impairment	3	124	(868)	2,031							
Depreciation & asset impairment	2	1,547	1,581	1,543	1,700	1,700	1,700	1,700	1,800	1,900	2,000
Finance charges											
Bulk purchases	2	-	-	-	-	-	-	-	-	-	-
Other materials	8										
Contracted services		2,863	4,162	2,485	2,300	2,488	2,488	2,488	2,881	3,041	3,202
Transfers and subsidies		27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772
Other expenditure	4, 5	53,987	57,920	38,692	46,226	89,576	89,576	89,576	58,662	56,124	53,696
Loss on disposal of PPE		230	1,251	101							
Total Expenditure		131,739	128,460	104,217	132,547	179,346	179,345	179,345	148,975	152,548	156,642
Surplus/(Deficit)		(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)											
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Taxation											
Surplus/(Deficit) after taxation		(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		(3,928)	(13,084)	6,799	-	-	0	0	-	-	-
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		(3,928)	(13,084)	6,799	-	-	0	0	-	-	-

Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. There is no capital funds budgeted in the two outer years.

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Capital expenditure - Vote											
Multi-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure Development		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	7	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated	2										
Vote 1 - Executive and Council		293	1,934	250	75	77	77	77	-	-	-
Vote 2 - Finance and Corporate Services		257	4,166	1,810	1,614	7,689	7,689	7,689	1,136	990	990
Vote 3 - Planning and Infrastructure Development		128	22	5	19	19	19	19	182	-	-
Vote 4 - Health		726	-	-	-	-	-	-	30	-	-
Vote 5 - Community Services		-	-	-	-	-	-	-	-	-	-
Vote 6 - Housing		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	1,600	1,600	1,600	30	-	-
Vote 8 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-
Vote 9 - Waste Management		-	-	-	-	-	-	-	-	-	-
Vote 10 - Roads		-	-	-	-	-	-	-	-	-	-
Vote 11 - Water		-	-	-	-	-	-	-	-	-	-
Vote 12 - Electricity		-	-	-	-	-	-	-	-	-	-
Vote 13 - Tourism		-	-	-	39	39	39	39	40	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Total Capital Expenditure - Vote		1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Capital Expenditure - Functional											
Governance and administration		1,403	6,122	2,065	1,689	7,766	7,766	7,766	1,136	990	990
Executive and council		-	-	-	75	77	77	77	-	-	-
Finance and administration		1,403	6,122	2,065	1,614	7,689	7,689	7,689	1,136	990	990
Internal audit		-	-	-	-	1,600	1,600	1,600	60	-	-
Community and public safety		-	-	-	-	1,600	1,600	1,600	30	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	1,600	1,600	1,600	30	-	-
Public safety		-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	30	-	-
Health		-	-	-	-	-	-	-	-	-	-
Economic and environmental services		-	-	-	19	19	19	19	182	-	-
Planning and development		-	-	-	19	19	19	19	182	-	-
Road transport		-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-
Trading services		-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-
Other		-	-	-	39	39	39	39	40	-	-
Total Capital Expenditure - Functional	3	1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Funded by:											
National Government											
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	-	-	-	-	-	-	-	-	-	-
Borrowing	6										
Internally generated funds		1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Total Capital Funding	7	1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990

DC10 Sarah Baartman - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
Capital expenditure - Municipal Vote											
Multi-year expenditure appropriation	2										
Vote 1 - Executive and Council		-	-	-	-	-	-	-	-	-	-
1.1 - Council's expenses		-	-	-	-	-	-	-	-	-	-
1.2 - Office of the speaker		-	-	-	-	-	-	-	-	-	-
1.3 - Office of the municipal manager		-	-	-	-	-	-	-	-	-	-
1.4 - Capacity building		-	-	-	-	-	-	-	-	-	-
1.5 - Performance management		-	-	-	-	-	-	-	-	-	-
1.6 - Mayoral committee		-	-	-	-	-	-	-	-	-	-
1.7 - Management - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
1.8 - Management - Economic Development		-	-	-	-	-	-	-	-	-	-
1.9 - Management - Planning and Infr Development		-	-	-	-	-	-	-	-	-	-
Vote 2 - Finance and Corporate Services		-	-	-	-	-	-	-	-	-	-
2.1 - Financial Accounting Division		-	-	-	-	-	-	-	-	-	-
2.2 - Revenue Collection		-	-	-	-	-	-	-	-	-	-
2.3 - Payroll Administration		-	-	-	-	-	-	-	-	-	-
2.4 - Information Technology		-	-	-	-	-	-	-	-	-	-
2.5 - Pensioners Expenditure - Roadworks		-	-	-	-	-	-	-	-	-	-
2.6 - Security and Cleaning		-	-	-	-	-	-	-	-	-	-
2.7 - Finance Management and Support		-	-	-	-	-	-	-	-	-	-
2.8 - Public Relations		-	-	-	-	-	-	-	-	-	-
2.9 - People Management		-	-	-	-	-	-	-	-	-	-
2.10 - Other		-	-	-	-	-	-	-	-	-	-
Vote 3 - Planning and Infrastructure Development		-	-	-	-	-	-	-	-	-	-
3.1 - GIS Specialist		-	-	-	-	-	-	-	-	-	-
3.2 - HOD - Planning Unit		-	-	-	-	-	-	-	-	-	-
3.3 - Project Management		-	-	-	-	-	-	-	-	-	-
3.4 - Local Economic Development		-	-	-	-	-	-	-	-	-	-
3.5 - Planning Unit		-	-	-	-	-	-	-	-	-	-
3.6 - Trade and Investment		-	-	-	-	-	-	-	-	-	-
3.7 - Planning and Infra - Admin Support		-	-	-	-	-	-	-	-	-	-
Vote 4 - Health		-	-	-	-	-	-	-	-	-	-
4.1 - Primary Health Care		-	-	-	-	-	-	-	-	-	-
4.2 - Environmental Health		-	-	-	-	-	-	-	-	-	-
4.3 - Environmental Health Management		-	-	-	-	-	-	-	-	-	-
4.4 - Clinics		-	-	-	-	-	-	-	-	-	-
Vote 7 - Public Safety		-	-	-	-	-	-	-	-	-	-
7.1 - Disaster Management		-	-	-	-	-	-	-	-	-	-
7.2 - Fire Services		-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total		-	-	-	-	-	-	-	-	-	-
Capital expenditure - Municipal Vote											
Single-year expenditure appropriation	2										
Vote 1 - Executive and Council		293	1,934	250	75	77	77	77	-	-	-
1.1 - Council's expenses		42	1,496	250	75	77	77	77	-	-	-
1.2 - Office of the speaker		8									
1.3 - Office of the municipal manager		12	12								
1.4 - Capacity building		4									
1.5 - Performance management		192									
1.6 - Mayoral committee		28	21								
1.7 - Management - Finance and Corporate Services		8	404								
1.8 - Management - Economic Development											
1.9 - Management - Planning and Infr Development											
Vote 2 - Finance and Corporate Services		257	4,166	1,810	1,814	7,689	7,689	7,689	1,136	990	990
2.1 - Financial Accounting Division					1,814	3,434	3,434	3,434	15		
2.2 - Revenue Collection		3									
2.3 - Payroll Administration		200	1,734	1,043		765	765	765	454	400	400
2.4 - Information Technology											
2.5 - Pensioners Expenditure - Roadworks		4									
2.6 - Security and Cleaning		50	37								
2.7 - Finance Management and Support											
2.8 - Public Relations			2,395			100	100	100			
2.9 - People Management						3,390	3,390	3,390	667	590	590
2.10 - Other				768							
Vote 3 - Planning and Infrastructure Development		128	22	5	19	18	19	19	182	-	-
3.1 - GIS Specialist					19	19	19	19	92		
3.2 - HOD - Planning Unit											
3.3 - Project Management									30		
3.4 - Local Economic Development		12							15		
3.5 - Planning Unit		8	22	5					15		
3.6 - Trade and Investment		108									
3.7 - Planning and Infra - Admin Support									30		
Vote 4 - Health		726	-	-	-	-	-	-	30	-	-
4.1 - Primary Health Care											
4.2 - Environmental Health											
4.3 - Environmental Health Management		726							30		
4.4 - Clinics											
Vote 7 - Public Safety		-	-	-	-	1,600	1,600	1,600	30	-	-
7.1 - Disaster Management						1,600	1,600	1,600	30		
7.2 - Fire Services											
Capital single-year expenditure sub-total		1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990
Total Capital Expenditure		1,403	6,122	2,065	1,747	9,424	9,424	9,424	1,418	990	990

Explanatory notes to Table A6 - Budgeted Financial Position

- 1 Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:
 - Call investments deposits;
 - Consumer debtors;
 - Property, plant and equipment;
 - Trade and other payables;
 - Provisions non current;
 - Changes in net assets; and
 - Reserves

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position

DC10 Sarah Baartman - Table A6 Consolidated Budgeted Financial Position											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
ASSETS											
Current assets											
Cash		98,205	109,839	63,660	42,242	17,766	17,766	17,766	18,771	28,771	38,771
Call investment deposits	1	135,000	117,000	150,000	207,650	177,650	177,650	177,650	150,000	150,000	150,000
Consumer debtors	1	1,718	2,014	1,764	4,203	4,203	4,203	4,203	3,237	3,237	3,237
Other debtors		5,987	7,895	3,242					2,500	2,300	2,000
Current portion of long-term receivables											
Inventory	2										
Total current assets		240,909	236,748	218,666	254,095	199,619	199,619	199,619	174,508	184,308	194,008
Non current assets											
Long-term receivables		188	238	228					228	228	228
Investments											
Investment property		12,643	12,643	12,640	12,643	12,643	12,643	12,643	12,640	12,640	12,640
Investment in Associate											
Property, plant and equipment	3	16,173	17,953	17,253	15,622	23,299	23,299	23,299	24,815	23,905	22,895
Biological											
Intangible		87	1,517	2,541	1,517	1,517	1,517	1,517	2,541	2,541	2,541
Other non-current assets		16,213	16,213	16,213					16,213	16,213	16,213
Total non current assets		29,004	30,834	46,421	45,994	54,695	37,459	37,459	39,200	54,503	54,516
TOTAL ASSETS		269,912	267,582	265,086	300,089	254,314	237,078	237,078	213,708	238,811	248,524
LIABILITIES											
Current liabilities											
Bank overdraft	1										
Borrowing	4	-	4,173	4,376	-	-	-	-	4,376	4,376	4,376
Consumer deposits											
Trade and other payables	4	25,556	35,810	12,539	32,000	33,068	33,068	32,000	15,000	15,000	15,000
Provisions		4,568	1,229	782					1,133	1,133	1,133
Total current liabilities		30,124	41,212	17,696	32,000	33,068	33,068	32,000	20,509	20,509	20,509
Non current liabilities											
Borrowing		-	-	-	-	-	-	-	-	-	-
Provisions		60,116	56,814	54,148	64,000	64,000	64,000	64,000	65,000	65,000	65,000
Total non current liabilities		60,116	56,814	54,148	64,000	64,000	64,000	64,000	65,000	65,000	65,000
TOTAL LIABILITIES		90,240	98,026	71,844	96,000	97,068	97,068	96,000	85,509	85,509	85,509
NET ASSETS	5	179,672	169,555	193,242	204,089	157,246	140,010	141,078	128,200	153,303	163,016
COMMUNITY WEALTH/EQUITY											
Accumulated Surplus/(Deficit)		195,972	187,285	195,696	186,809	140,010	140,010	141,078	128,200	153,303	163,016
Reserves	4	-	-	-	-	-	-	-	-	-	-
TOTAL COMMUNITY WEALTH/EQUITY	5	195,972	187,285	195,696	186,809	140,010	140,010	141,078	128,200	153,303	163,016

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
2. It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

DC10 Sarah Baartman - Table A7 Consolidated Budgeted Cash Flows

Description		Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
										-	-	-
Property rates										-	-	-
Service charges										-	-	-
Other revenue			6,671	1,705	6,038	27,215	64,454	64,454	81,478	38,556	37,915	37,915
Government - operating	1		86,419	86,525	89,310	88,342	97,092	97,092	88,342	96,837	100,623	104,717
Government - capital	1									-	-	-
Interest			18,277	18,886	16,277	17,000	17,800	17,800	17,000	15,000	15,000	15,000
Dividends										-	-	-
Payments												
Suppliers and employees			(127,417)	(68,604)	(60,613)	(101,432)	(146,722)	(146,722)	(148,231)	(114,590)	(115,941)	(117,668)
Finance charges				-						-	-	-
Transfers and Grants	1			(41,261)	(57,966)	(29,165)	(32,624)	(32,624)	(29,165)	(34,384)	(36,607)	(38,974)
NET CASH FROM/(USED) OPERATING ACTIVITIES			(16,050)	(2,748)	(6,954)	1,960	(0)	(0)	9,424	1,418	990	990
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE			205	161	69					-	-	-
Decrease (Increase) in non-current debtors			(837)	837						-	-	-
Decrease (Increase) other non-current receivables			(5)	(50)	10					-	-	-
Decrease (Increase) in non-current investments										-	-	-
Payments												
Capital assets			(1,403)	(6,122)	(2,065)	(1,747)	(9,424)	(9,424)	(9,424)	(1,418)	(990)	(990)
NET CASH FROM/(USED) INVESTING ACTIVITIES			(2,040)	(5,174)	(1,986)	(1,747)	(9,424)	(9,424)	(9,424)	(1,418)	(990)	(990)
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans										-	-	-
Borrowing long term/refinancing										-	-	-
Increase (decrease) in consumer deposits			36,000	18,000	(33,000)					-	-	-
Payments												
Repayment of borrowing			(3,994)	(4,072)	(4,239)					-	-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES			32,006	13,928	(37,239)	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD												
			13,915	6,005	(46,180)	213	(9,424)	(9,424)	-	-	-	-
Cash/cash equivalents at the year begin:	2		83,985	103,836	109,839	63,659	63,659	63,659	63,659	63,659	63,659	63,659
Cash/cash equivalents at the year end:	2		97,900	109,841	63,659	63,872	54,235	54,235	63,659	63,659	63,659	63,659

Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.
2. In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

DC10 Sarah Baartman - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

DC10 Sarah Baartman - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation											
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
Cash and investments available											
Cash/cash equivalents at the year end	1	97,900	109,841	63,659	63,872	54,235	54,235	63,659	63,659	63,659	63,659
Other current investments > 90 days		135,305	116,998	150,000	186,020	141,181	141,181	131,757	105,112	115,112	125,112
Non current assets - Investments	1	-	-	-	-	-	-	-	-	-	-
Cash and investments available:		233,205	226,839	213,660	249,892	195,416	195,416	195,416	168,771	178,771	188,771
Application of cash and investments											
Unspent conditional transfers		-	-	-	-	-	-	-	-	-	-
Unspent borrowing		-	-	-	-	-	-	-	-	-	-
Statutory requirements	2										
Other working capital requirements	3	21,881	33,861	6,693	26,839	28,865	28,865	26,687	8,807	9,080	9,388
Other provisions					1,068						
Long term investments committed	4	-	-	-	-	-	-	-	-	-	-
Reserves to be backed by cash/investments	5										
Total Application of cash and investments:		21,881	33,861	6,693	27,907	28,865	28,865	26,687	8,807	9,080	9,388
Surplus(shortfall)		211,324	192,978	206,967	221,985	166,551	166,551	168,729	159,964	169,691	179,383

Explanatory notes to Table A9 - Asset Management

1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
2. National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. Sarah Baartman District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Sarah Baartman - Table A9 Consolidated Asset Management

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
CAPITAL EXPENDITURE										
Total New Assets	1	1,403	6,122	2,065	1,747	7,677	9,424	1,418	990	990
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	2,784	505	-	500	500	500	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	2,784	505	-	500	500	500	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	605	605	300	200	200
Intangible Assets		-	-	-	-	605	605	300	200	200
Computer Equipment		166	1,895	1,226	104	100	204	195	-	-
Furniture and Office Equipment		234	177	77	623	1,982	2,605	423	790	790
Machinery and Equipment		123	-	7	-	-	-	-	-	-
Transport Assets		880	1,266	250	1,020	4,490	5,510	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-

Total Upgrading of Existing Assets	6	-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	1,403	6,122	2,065	1,747	7,677	9,424	1,418	990	990
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		-	2,784	505	-	500	500	500	-	-
Housing		-	-	-	-	-	-	-	-	-
Other Assets		-	2,784	505	-	500	500	500	-	-
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	605	605	300	200	200
Intangible Assets		-	-	-	-	605	605	300	200	200
Computer Equipment		166	1,895	1,226	104	100	204	195	-	-
Furniture and Office Equipment		234	177	77	623	1,982	2,605	423	790	790
Machinery and Equipment		123	-	7	-	-	-	-	-	-
Transport Assets		880	1,266	250	1,020	4,490	5,510	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		1,403	6,122	2,065	1,747	7,677	9,424	1,418	990	990

ASSET REGISTER SUMMARY - PPE (WDV)	5	45,115	54,447	50,711	46,310	57,749	57,749	56,208	55,298	54,288
Roads Infrastructure										
Storm water Infrastructure										
Electrical Infrastructure										
Water Supply Infrastructure										
Sanitation Infrastructure										
Solid Waste Infrastructure										
Rail Infrastructure										
Coastal Infrastructure										
Information and Communication Infrastructure										
Infrastructure		-	-	-	-	-	-	-	-	-
Community Assets										
Heritage Assets		16,213	16,213	16,213	16,212	16,212	16,212	16,213	16,213	16,213
Investment properties		12,643	12,643	12,640	12,643	12,643	12,643	12,640	12,640	12,640
Other Assets		5,711	13,071	6,341		11,439	11,439	6,841	6,841	7,341
Biological or Cultivated Assets										
Intangible Assets		87	1,517	2,541	1,517	1,517	1,517	2,841	3,041	3,241
Computer Equipment		1,517	3,009	3,780	4,915	4,915	4,915	3,990	3,990	4,090
Furniture and Office Equipment		2,945	2,757	4,691	3,715	3,715	3,715	9,178	8,068	6,258
Machinery and Equipment		978	911	692	911	911	911	692	692	692
Transport Assets		5,021	4,327	3,814	6,397	6,397	6,397	3,814	3,814	3,814
Land										
Zoo's, Marine and Non-biological Animals										
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5	45,115	54,447	50,711	46,310	57,749	57,749	56,208	55,298	54,288
EXPENDITURE OTHER ITEMS		1,665	1,877	2,453	2,200	2,200	2,200	2,300	2,400	2,500
Depreciation	7	1,547	1,581	1,543	1,700	1,700	1,700	1,800	1,900	2,000
Repairs and Maintenance by Asset Class	3	118	296	910	500	500	500	500	500	500
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Heritage Assets		-	-	-	-	-	-	-	-	-
Revenue Generating		-	-	-	-	-	-	-	-	-
Non-revenue Generating		-	-	-	-	-	-	-	-	-
Investment properties		-	-	-	-	-	-	-	-	-
Operational Buildings		118	296	910	500	500	500	500	500	500
Housing		-	-	-	-	-	-	-	-	-
Other Assets		118	296	910	500	500	500	500	500	500
Biological or Cultivated Assets		-	-	-	-	-	-	-	-	-
Servitudes		-	-	-	-	-	-	-	-	-
Licences and Rights		-	-	-	-	-	-	-	-	-
Intangible Assets		-	-	-	-	-	-	-	-	-
Computer Equipment		-	-	-	-	-	-	-	-	-
Furniture and Office Equipment		-	-	-	-	-	-	-	-	-
Machinery and Equipment		-	-	-	-	-	-	-	-	-
Transport Assets		-	-	-	-	-	-	-	-	-
Land		-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OTHER ITEMS		1,665	1,877	2,453	2,200	2,200	2,200	2,300	2,400	2,500

Explanatory notes to Table A10 - Basic Service Delivery Measurement

1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services. This Table is not completed by the municipality as the basic services are provided by the Local Municipalities within the District and the required information is included in the budget documents of the respective Local Municipalities.

DC10 Sarah Baartman - Table A10 Consolidated basic service delivery measurement

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Household service targets	1									
Water:										
Piped water inside dwelling		-	-	-	-	-	-	-	-	-
Piped water inside yard (but not in dwelling)		-	-	-	-	-	-	-	-	-
Using public tap (at least min.service level)		-	-	-	-	-	-	-	-	-
Other water supply (at least min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Using public tap (< min.service level)		-	-	-	-	-	-	-	-	-
Other water supply (< min.service level)		-	-	-	-	-	-	-	-	-
No water supply		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Sanitation/sewerage:										
Flush toilet (connected to sewerage)		-	-	-	-	-	-	-	-	-
Flush toilet (with septic tank)		-	-	-	-	-	-	-	-	-
Chemical toilet		-	-	-	-	-	-	-	-	-
Pit toilet (ventilated)		-	-	-	-	-	-	-	-	-
Other toilet provisions (> min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Bucket toilet		-	-	-	-	-	-	-	-	-
Other toilet provisions (< min.service level)		-	-	-	-	-	-	-	-	-
No toilet provisions		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Energy:										
Electricity (at least min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (min.service level)		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Electricity (< min.service level)		-	-	-	-	-	-	-	-	-
Electricity - prepaid (< min. service level)		-	-	-	-	-	-	-	-	-
Other energy sources		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Refuse:										
Removed at least once a week		-	-	-	-	-	-	-	-	-
<i>Minimum Service Level and Above sub-total</i>		-	-	-	-	-	-	-	-	-
Removed less frequently than once a week		-	-	-	-	-	-	-	-	-
Using communal refuse dump		-	-	-	-	-	-	-	-	-
Using own refuse dump		-	-	-	-	-	-	-	-	-
Other rubbish disposal		-	-	-	-	-	-	-	-	-
No rubbish disposal		-	-	-	-	-	-	-	-	-
<i>Below Minimum Service Level sub-total</i>		-	-	-	-	-	-	-	-	-
Total number of households	5	-	-	-	-	-	-	-	-	-
Households receiving Free Basic Service	7									
Water (6 kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free minimum level service)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed at least once a week)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Formal Settlements (R'000)	8									
Water (6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (50kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (removed once a week for indigent households)		-	-	-	-	-	-	-	-	-
Cost of Free Basic Services provided - Informal Formal Settlements (R'000)		-	-	-	-	-	-	-	-	-
Total cost of FBS provided		-	-	-	-	-	-	-	-	-
Highest level of free service provided per household										
Property rates (R value threshold)		-	-	-	-	-	-	-	-	-
Water (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (kilolitres per household per month)		-	-	-	-	-	-	-	-	-
Sanitation (Rand per household per month)		-	-	-	-	-	-	-	-	-
Electricity (kwh per household per month)		-	-	-	-	-	-	-	-	-
Refuse (average litres per week)		-	-	-	-	-	-	-	-	-
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		-	-	-	-	-	-	-	-	-
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA		-	-	-	-	-	-	-	-	-
Water (in excess of 6 kilolitres per indigent household per month)		-	-	-	-	-	-	-	-	-
Sanitation (in excess of free sanitation service to indigent households)		-	-	-	-	-	-	-	-	-
Electricity/other energy (in excess of 50 kwh per indigent household per month)		-	-	-	-	-	-	-	-	-
Refuse (in excess of one removal a week for indigent households)		-	-	-	-	-	-	-	-	-
Municipal Housing - rental rebates		-	-	-	-	-	-	-	-	-
Housing - top structure subsidies		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Total revenue cost of subsidised services provided	6	-	-	-	-	-	-	-	-	-

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5



Overview Of The Annual Budget Process

CHAPTER 5

Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the SBDM'S IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2018) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2018. Key dates applicable to the process were:

- | | |
|--------------|--|
| ○ 24/01/2019 | 1 st Budget Steering Committee meeting |
| ○ 06/03/2019 | Mayoral Committee where draft budget presented and adopted |
| ○ 27/03/2019 | Council to approve draft budget |
| ○ 03/04/2019 | Public participation process |
| ○ 15/05/2019 | Public participation ends |
| ○ 16/05/2019 | Mayoral Committee where draft budget presented and adopted |
| ○ 29/05/2019 | Council to approve final budget |
| ○ 01/06/2019 | Submit draft budget to National and Provincial Treasury |

IDP and Service Delivery and Budget Implementation Plan

The SDBM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the 5-year IDP included the following key processes and deliverables:

- Registration of local municipality and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- Financial planning and budgeting process;
- Public participation process;
- Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2017/2018 MTREF and will be reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2019/20 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2019/20 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Amended strategies emanating from the Strategic Plan
- Economic climate and trends
- Performance trends
- The approved 2018/19 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66, 70, 74, 78, 82, 85, 86, 88, 89, 91, 93 and 94 has been taken into consideration in the planning and prioritisation process.

Community Consultation

The draft 2019/20 MTREF as tabled before Council on 27 March 2019 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries. The opportunity to give electronic feedback was also communicated on the SBDM website.

All documents in the appropriate format (electronic and printed) were provided to National and Provincial Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Submissions received during the local municipality and community consultation process and additional information regarding revenue and expenditure and individual capital projects were considered as part of the finalisation of the 2019/20 MTREF within the limited resources of the municipality. Feedback and responses to the submissions received are available on request.

CHAPTER 6



Overview Of Alignment Of The Annual Budget With The IDP

CHAPTER 6

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the SBDM, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that SBDM strategically complies with the key national and provincial priorities.

The aim is to to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the SBDM response to these requirements.

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2019/20 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

In order to ensure integrated and focused service delivery between all spheres of government it was important for the SBDM to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

1. Good Governance and Public Participation
2. Institutional Transformation
3. Financial Viability and Management
4. Infrastructure and Basic Services
5. Local Economic Development

The 2019/20 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

This process has translated into a Municipal Standard Chart of Accounts budget.

Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

DC10 Sarah Baartman - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
BASIC SERVICE DELIVERY AND INFRASTRUCTURE				10,518	3,261	7,244	2,240	2,240	2,240	2,373	2,509	2,647
FINANCIAL VIABILITY AND MANAGEMENT				117,294	105,509	46,384	111,607	158,406	158,406	131,602	135,039	138,995
LOCAL ECONOMIC DEVELOPMENT					50	17,327	4,507	4,507	4,507			
GOOD GOVERNANCE AND PUBLIC PARTICIPATION					4,847	39,892	14,193	14,193	14,193	15,000	15,000	15,000
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	127,812	113,667	110,847	132,547	179,346	179,346	148,975	152,548	156,642

DC10 Sarah Baartman - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

DC10 Sarah Baartman - Supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
BASIC SERVICE DELIVERY AND INFRASTRUCTURE				20,479	2,642	7,244	2,240	2,240	2,240	23,478	23,478	23,478
FINANCIAL VIABILITY AND MANAGEMENT				62,551	55,825	82,754	111,607	158,406	158,406	120,497	124,070	128,164
LOCAL ECONOMIC DEVELOPMENT				11,947	23,235	17,327	4,507	4,507	4,507	4,750	4,750	4,750
GOOD GOVERNANCE AND PUBLIC PARTICIPATION				36,939	45,923	39,892	14,193	14,193	14,193	250	250	250
MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												

DC10 Sarah Baartman - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand												
Not linked to IDP strategic objectives due to the nature of the entity - no infrastructure assets		A										
		B										
		C										
		D										
		E										
		F										
		G										
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities			3									
Total Capital Expenditure			1	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA7 Measureable performance objectives

Description	Unit of measurement	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Vote 1 - vote name	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP	See SDBIP
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 2 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Vote 3 - vote name										
Function 1 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
Function 2 - (name)										
Sub-function 1 - (name)										
Insert measure/s description										
Sub-function 2 - (name)										
Insert measure/s description										
Sub-function 3 - (name)										
Insert measure/s description										
And so on for the rest of the Votes										

1. Include a measurable performance objective for each revenue source (within a relevant function) and each vote (MFMA s17(3)(b))
2. Include all Basic Services performance targets from 'Basic Service Delivery' to ensure Table SA7 represents all strategic responsibilities
3. Only include prior year comparative information for individual measures where relevant activity occurred in that year/s

DC10 Sarah Baartman - Entities measureable performance objectives

Description	Unit of measurement	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Entity 1 - (name of entity)										
Insert measure/s description										
Entity 2 - (name of entity)										
Insert measure/s description										
Entity 3 - (name of entity)										
Insert measure/s description										
And so on for the rest of the Entities										

CHAPTER 7



Measurable Performance Objectives & Indicators

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The measurable performance indicators of the Sarah Baartman District Municipality are detailed in the following:

- * **Annexure “B”**: Mandatory Performance Measures
- * **Annexure “C”**: Annual Performance Objectives by Vote – operational measures
- * **Annexure “D”**: Revenue by Source

DC10 Sarah Baartman - Supporting Table SA8 Performance indicators and benchmarks

Description of financial indicator	Basis of calculation	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	3.0%	3.2%	4.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	12.3%	14.7%	19.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Liquidity											
Current Ratio	Current assets/current liabilities	8.0	5.7	12.4	7.9	6.0	6.0	6.2	8.5	9.0	9.5
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	8.0	5.7	12.4	7.9	6.0	6.0	6.2	8.5	9.0	9.5
Liquidity Ratio	Monetary Assets/Current Liabilities	7.7	5.5	12.1	7.8	5.9	5.9	6.1	8.2	8.7	9.2
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	6.2%	8.8%	4.7%	3.2%	2.3%	2.3%	2.3%	4.0%	3.8%	3.5%
Longstanding Debtors Recovered	Debtors > 12 Mths Recovered/Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))										
Creditors to Cash and Investments		26.1%	32.6%	19.7%	50.1%	61.0%	61.0%	50.3%	23.6%	23.6%	23.6%
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kℓ)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/(Total Revenue - capital revenue)	30.2%	32.6%	32.5%	33.9%	25.0%	25.0%	25.0%	30.8%	32.2%	33.6%
Remuneration	Total remuneration/(Total Revenue - capital revenue)	33.9%	43.1%	53.8%	45.2%	33.4%	33.4%		36.3%	38.0%	39.6%
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	0.1%	0.3%	0.8%	0.4%	0.3%	0.3%		0.3%	0.3%	0.3%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	1.2%	1.4%	1.4%	1.3%	0.9%	0.9%	0.9%	1.2%	1.2%	1.3%
IDP regulation financial viability Indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	1.4	1.4	1.3	2.2	2.2	2.2	5.5	3.5	3.5	3.5
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	552.4%	596.5%	357.0%	300.2%	300.2%	300.2%	300.2%	409.8%	395.5%	374.1%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	12.5	15.2	10.2	7.4	5.3	5.2	6.1	6.8	8.5	6.2

DC10 Sarah Baartman Supporting Table SA10 Funding measurement

DC10 Sarah Baartman Supporting Table SA10 Funding measurement																	
Description	MFMA section	Ref	2015/16		2016/17		2017/18		Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework					
			Audited Outcome		Audited Outcome		Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22		
Funding measures																	
Cash/cash equivalents at the year end - R'000	18(1)b	1	97,900		109,841		63,659		63,872	54,235	54,235	63,659	63,659	63,659	63,659	63,659	
Cash + investments at the yr end less applications - R'000	18(1)b	2	211,324		192,978		206,967		221,985	166,551	166,551	168,729	169,691	169,691	169,691	179,383	
Cash year end/monthly employee/supplier payments	18(1)b	3	12.6		15.2		10.2		7.4	5.3	5.3	6.2	6.8	6.5	6.2	6.2	
Surplus/(Deficit) excluding depreciation offsets: R'000	18(1)	4	(3,928)		(13,084)		6,799		-	-	-	0	-	-	-	-	
Service charge rev % change - macro CPIX target exclusive	18(1)a.(2)	5	N.A.		(5.0%)		(6.0%)		(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	(6.0%)	
Cash receipts % of Ratepayer & Other revenue	18(1)a.(2)	6	46.6%		19.2%		111.7%		122.8%	100.0%	100.0%	126.4%	103.8%	102.7%	102.7%	102.7%	
Debt impairment expense as a % of total billable revenue	18(1)a.(2)	7	0.0%		0.0%		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Capital payments % of capital expenditure	18(1)c:19	8	100.0%		100.0%		100.0%		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
Borrowing receipts % of capital expenditure (excl. transfers)	18(1)c	9	0.0%		0.0%		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Grants % of Govt. legislated/gazetted allocations	18(1)a	10															
Current consumer debtors % change - incr(decr)	18(1)a	11	N.A.		28.6%		(49.5%)		(16.0%)	0.0%	0.0%	0.0%	36.5%	(3.5%)	(5.4%)	(5.4%)	
Long term receivables % change - incr(decr)	18(1)a	12	N.A.		26.8%		(4.0%)		(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
R&M % of Property Plant & Equipment	20(1)(vi)	13	0.7%		1.6%		5.3%		3.2%	2.1%	2.1%	2.1%	2.0%	2.1%	2.2%	2.2%	
Asset renewal % of capital budget	20(1)(vi)	14	0.0%		0.0%		0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

CHAPTER 8



Overview Of Budget- Related Policies

CHAPTER 8

OVERVIEW OF BUDGET-RELATED POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Sarah Baartman District Municipality's budgeting process is guided and governed by relevant legislation, regulations and budget related policies.

The following budget-related policies were reviewed as part of the budget planning process:

- Budget policy;
- Banking and Investment Policy;
- Supply Chain Management Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policy;
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management;
- Petty Cash Policy;
- Virement Policy and
- Enterprise Risk Management Policy

The following amendments to the policies were made:

Virement Policy

The existing Virement Policy has been replaced to accommodate mSCOA requirements.

CHAPTER 9



Overview Of Budget Assumptions

CHAPTER 9

OVERVIEW OF BUDGET ASSUMPTIONS

The 2019/20 – 2021/22 Medium Term Budget has been prepared in a volatile global and local economic market which appears to be gaining momentum in a positive direction. Internal and external factors have been considered in ensuring that realistic and accurate budget assumptions have been adopted in the preparation of a credible budget.

Global Economic Trends (in accordance with National Treasury)

The global economy is growing but signs of slowing growth have emerged. The International Monetary Fund (IMF) projects that the world economy will grow by 3.5 percent in 2019 and 3.6 percent in 2020, compared to its prior estimate of 3.7 percent in both years.

GDP growth projections for the United States, China and Europe have been revised down over the last six months. This is mainly due to trade tensions between the US and China and lower crude prices that have reversed recent optimism about prospects for oil-exporting economies. World trade is expected to increase by 4 percent over the medium term, which is 1.3 percent lower than the growth in 2017.

Growth in developing economies is expected to decrease from 4.6 percent in 2018 to 4.5 percent in 2019 and thereafter increase to 4.9 percent in 2020. The decrease is mainly due to lower oil prices and trade risks. Developing countries remain susceptible to changes in investor sentiment.

Economic growth for most economies in sub-Saharan Africa, a major export destination for South African manufacturers, is expected to exceed 4 percent over the next 5 years.

Growth is returning to lower long-term averages in developed economies. These economies still face the risk of potential for tariff increases and retaliation. However, oil prices have eased and monetary policy tightening have become less aggressive in these economies.

South African Economy (in accordance with National Treasury)

South Africa's projected GDP growth forecast has been revised down from 1.5 percent to 0.7 percent in 2018. The National Treasury forecasts that the South African economy will grow by 1.5 percent in 2019, rising to 2.1 percent by 2021. The projections have taken into account weaker investment outcomes in 2018, a more fragile recovery in household income and slower export demand than expected due to moderating global growth. Consumer inflation has also been revised down due to lower oil prices and food inflation than previously assumed.

Employment

The unemployment rate decreased from an average of 27.5 per cent in 2017 to 27.1 per cent in 2018. The labour market hinders easy entry into employment, particularly for young people. Net employment grew by 225 000 in 2018, mostly due to an increase in the informal non-agricultural sector. Private-sector employment growth remained flat over the first three quarters of 2018.

Lower industrial employment has been somewhat offset by stronger growth in services. Employment in gold mining has dropped during seven of the last eight quarters ending September 2018. Mining employment is expected to remain under pressure, with numerous companies announcing restructuring or mine closures.

The national minimum wage and other legislative amendments have been implemented, providing certainty in the labour market. Business and labour have pledged to support job creation and retention through the National Economic Development and Labour Council.

Household consumption

Slow employment growth negatively affects household consumption. Over the first 9 months of 2018, household spending increased by 1.9 percent. This was caused by increased demand in the first quarter of the year, supported by a stronger rand, higher confidence and low inflation of durable and semi-durable goods. Household spending growth lost momentum as the year progressed due to reduced wage and employment growth, reduced confidence, and escalating petrol and electricity prices.

Household consumption is forecast to increase by 1.5 per cent in 2019. Weak employment growth and further decreases in real wages are expected to limit household incomes this year. Household wealth is also expected to remain under pressure in 2019, following a sharp regression in equity prices at the end of 2018, and restricted growth in house prices. Over the medium term, household spending is expected to benefit from a improvement in economic activity and net wealth, and lower levels of indebtedness.

Investment

Investment fell by 0.3 per cent year-on-year in the first three quarters of 2018, following a 0.7 per cent growth in the same period in 2017. Investment by private businesses and general government dropped. As a percentage of GDP, investment has continuously deteriorated, reaching a 13-year low of 17.7 per cent in the third quarter of 2018. The combination of low growth in employment, investment and productivity continues to restrict economic growth.

Investment growth is projected to increase from 1.5 per cent in 2019 to 3 per cent in 2021 as confidence gradually improves, worn-out capital is replaced and the state improves its ability to execute capital projects. However, concerns about electricity supply and slower global growth pose risks to the near-term outlook.

The Investment Summit affirmed that South Africa continues to be an attractive investment destination, with R300 billion in investments pledged across a variety of sectors. Efforts by the President's investment ambassadors yielded another \$28 billion in investment pledges.

Balance of payments

The current account deficit as a percentage of GDP expanded to 3.8 percent in the first 3 quarters of 2018, compared with a deficit of 2.3 per cent over the same period in 2017. Over the medium term, the deficit is expected to expand from 3.4 percent of GDP in 2019 to 4 percent in 2021. The trade surplus decreased from an average of 1.5 per cent of GDP in the first 9 months of 2017 to 0.3 percent over the same period in 2018. South Africa's terms of trade declined by 2 per cent over the period.

The balance on the financial account increased to 3.5 percent of GDP in the first 3 quarters of 2018, up from 1.5 percent in the same period in 2017. For the first time since 2013, net foreign direct investment rose over the three-quarter period, as foreign parent companies increased their holdings of South African subsidiaries, and as foreign acquisitions by South African firms slowed. Inward foreign direct investment grew by R70 billion in the first 3 quarters of 2018. Net portfolio investment fell by 31 per cent in the first three quarters of 2018.

Inflation

Headline inflation declined from 5.3 per cent in 2017 to 4.7 per cent in 2018, as lower food and services inflation offset high petrol inflation in the second half of the year. Fuel inflation increased to 20.1 percent in the second half of 2018 due to higher oil prices, putting upward pressure on public transport and freight costs. As a result of these large fuel price increases, the Department of Energy is reviewing the basic fuel price formula.

Consumer price index (CPI) inflation is expected to reach 5.2 percent in 2019 in response to rising food inflation associated with higher fuel and agricultural input prices. Electricity inflation is also expected to rise. The National Treasury assumes an annual adjustment of 10 percent in electricity prices in each of the next three years, effective from July 2019.

District Economy

Local municipalities are:

Makana (Grahamstown);
Ndlambe (Port Alfred, Alexandria);
Sunday's River Valley, (Kirkwood, Addo);
Blue Crane Route (Pearston, Somerset East, Cookhouse);
Kou-Kamma (Kareedouw, Tsitsikamma);
Kouga (Humansdorp, Jeffrey's Bay, St Francis Bay). and
Dr Beyers Naude (Graaf-Reinet, Jansenville, Willowmore)

Sarah Baartman covers the rural western areas of the province. At least 58,242 square kilometres, it is the largest of the six districts. The district forms the rural hinterland beyond Port Elizabeth. The coastal belt is a temperate, winter-rainfall area, with rains of 500 to 700 mm per annum and above. The beautiful Tsitsikamma and Baviaans Parks lie in the extreme west of the district, close to the Western Cape. The interior is mostly dry Karoo and grasslands composed of large commercial farms and vast expanses. The historic town of Graaf-Reinet is an important centre in the north of the district. Despite the arid interior, the Sundays and Fish Rivers support extensive irrigated farming and are fed by water from the Orange River under the Fish River Transfer Scheme. Grahamstown, in the east, is home to Rhodes University and the National Arts Festival.

This rural district has a population of about 480,000, with a low population density of seven people per square kilometre. The district has a substantial coloured population (36% of the population), with Africans in the majority (52%) and a higher proportion of whites (11%) than other districts.

Sarah Baartman ranks as a third largest economy of the province, with 9% of provincial value added. Agriculture dominates the district's economy, contributing 28% of all value added and 41% of formal employment. Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape, providing a high proportion of world mohair production. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are strong in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. The Langkloof valley is home to deciduous fruit production of apples and pears. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Deciduous and citrus fruit is exported through Port Elizabeth. Commercial forestry is present around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

The biggest employer is agriculture (32.4%). Manufacturing, centred on agro-processing, is a relatively small sector, providing 10% of value added and 7% of employment. Food and dairy processing and furniture production are present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in the small towns of the Karoo produce wool and mohair garments, mostly hand-knitted. Tourism is well established in Sarah Baartman and the district has established its own network of tourism routes. Tourism attractions include the well-known Tsitsikamma, Baviaans and Addo National Parks and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaf-Reinet is visited for its history and architecture. Many of the place names in

the far south of the district have Khoi and San roots. The Khoisan Cultural Village at Tsitsikamma is the first of many planned attractions to reflect this heritage. Government services play a significant role in the economy, providing 28% of value and 23% of formal employment.

Opportunities

- Livestock: Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing. Cattle farming can be developed through mixed farming with game. The commercial dairy industry has its base in the district and is a source for growth.
- Crops: Irrigation can be expanded in the Fish and Sundays River catchments by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers, exotics). Sugar beet is being developed in the Fish River Valley between Cookhouse and Cradock.
- Forestry can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more in wood products and links to furniture.
- Fishing: A small fishing fleet operating from St Francis Bay and Port Alfred may have limited opportunities to expand with new quota allocations to the province. Potential lies more in aquaculture.
- Food processing is currently centred on the strong local dairy industry with room for further expansion. Canning and bottling of deciduous and citrus fruits and fruit juices is a major opportunity.
- Wool and mohair can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.
- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.
- Downstream opportunities in the Energy Industry – job creation, skills development, SMME development, etc.

The average growth rate of the Sarah Baartman District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period. Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term Spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide employment and economic growth opportunities. Statistical trends of migration within the Sarah Baartman area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

The Sarah Baartman District Municipality's Progress Development Indicators

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index has been significant.

The HDI in Sarah Baartman has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas.

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

Unemployment in Sarah Baartman is coupled with slow job growth. Sarah Baartman specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Sarah Baartman requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;
- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

Summary of Budget Assumptions

The global and national economic outlook seeks to improve and higher growth rates are expected over the medium term. This would eventually impact positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table hereafter gives a summary of the assumptions used to prepare the medium term budget.

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Indicator	Economic	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Demographics						
Population (Census 2011)						
Economic						
Inflation / inflation outlook (CPIX)	5,8	6,0	6,4	5,2	5,2	
Interest rate – borrowing	N/A	N/A	N/A	N/A	N/A	
Interest rate – investment	6.5	7,0	7,0	7,5	7,0	
Remuneration increases	6.0	7,0	7,0	7,1	6.45	
Collection Rates						
Property tax / services charges	n/a	n/a	n/a	n/a	n/a	
Rental of facilities & equipment	98%	99%	100%	97%	97%	
Interest – external investments	100%	100%	100%	100%	100%	
Interest – debtors	98%	99%	100%	100%	100%	
Revenue from agency services	100%	100%	100%	100%	100%	

CHAPTER 10



Overview of Budget Funding

CHAPTER 10

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 2018/2019 financial year forecasts no operating surplus or deficit, i.e. break even. Included in this forecast are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures.

A summarized extract of the statement of financial performance is as follows:

Details	Forecasted Actuals 2018/2019
Revenue	179.3
Expenditure	179.3
Operating Surplus	0

Revenue is equal to Expenditure.

BUDGET STRATEGIES

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budgeting that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials. Also, the introduction of mSCOA will ensure that reporting is accurate and the information provided is more meaningful to ensure better decision making within the municipality.

FINANCIAL CHALLENGES AND CONSTRAINTS

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the SBDM has become dependent on its interest earnings to fund its operating expenditure.

The SBDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated surpluses to balance its budget; and
- Achieving long term financial sustainability.

In the ever evolving local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The SBDM's efforts to comply with the Municipal Finance Management Act as well as all relevant legislation and the audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers as per the organogram have remained constant, with compliance requirements increasing and additional functions to be performed. The increased payroll costs is due to inflation increases and is been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the SBDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The SBDM's Equitable Share Grant (including Levy Replacement Grant) increased by a mere 5.8%, whilst payroll costs increased by 7%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While SBDM expected the equitable share to increase in line with the CPIX figures provided in the Treasury circular, this did not materialize.

The SBDM believes that it cannot credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

In respect of the first, it believes that its new approach to strategic planning through its support and capacity building initiatives to the Local Municipalities is a step in the right direction.

In order to achieve the second, the SBDM needs to do two things:

- Complete projects in a timely manner and within budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R93.4 million for the 2019/2020 financial year. The allocations for the outer years are R97.1 million and R101.1 million respectively, which represents an increase of 3.9% and 4.1% respectively. The review of the local government fiscal framework by NT has had a significant impact on the SBDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The new direction of the municipality in playing a more extensive role in supporting the Local Municipalities through lobbying for funding for key infrastructure projects is intended to provide a new revenue stream for the municipality. Also, the initiatives planned to assess the feasibility on the municipality performing mandated functions itself, which are currently being performed by the Local Municipalities, may create additional revenue streams for the municipality.

The estimated income from our main sources of discretionary revenue for the 2018/2019 financial year amounts to R105.3 million, this excludes other Income.

These are:

Income Source	Budget 2018/2019	Budget 2019/2020	Increase/ Decrease
	R	R	%
Interest on Investments	17	15.0	- 11.8
Equitable Share	24.2	27.5	13.6
Levy Replacement Grant	64.1	66.0	2.9
Total	105.3	108.5	3.0

Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

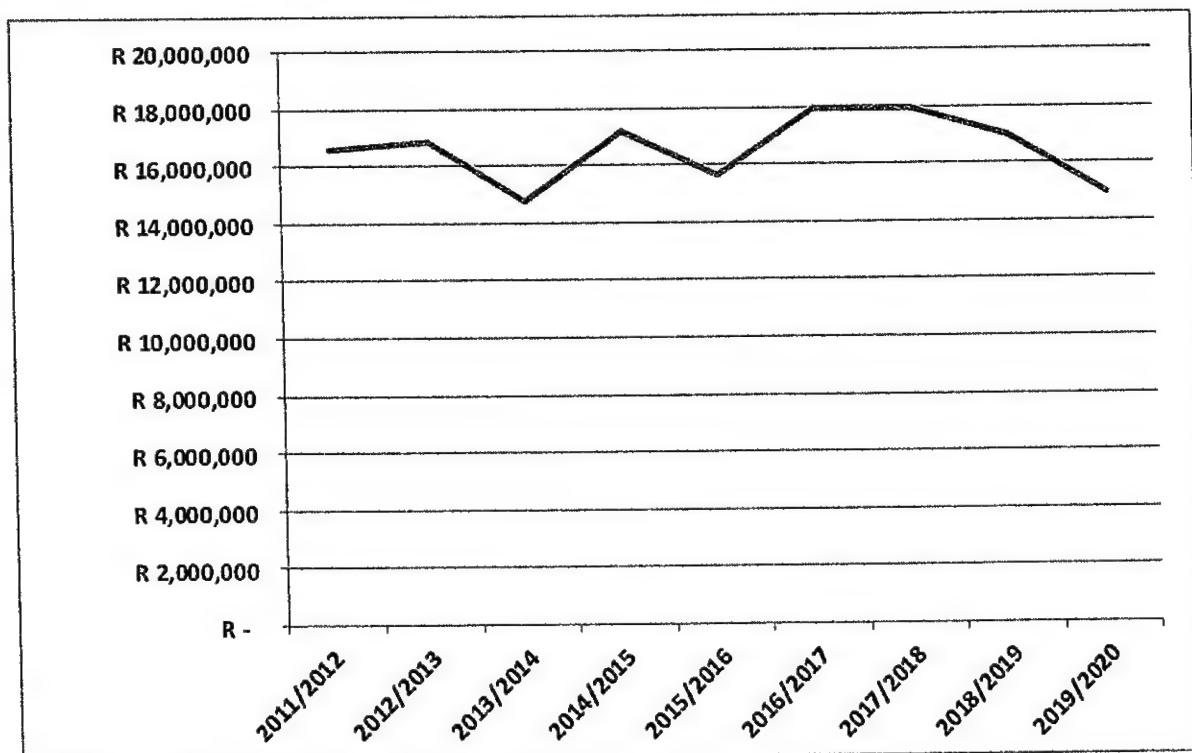
- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

The SBDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolishment of

RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase in its staff establishment to respond to the additional responsibilities, it nevertheless managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2019/20 Operating Budget it is estimated that an amount of R15 million will be used to finance operating expenditure. This represents 16.1% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 7% being earned in the 2018/19 financial year. Interest rates are being increased and currently money invested earns an average of 7 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the Levy Replacement Grant (LRG).

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than historical RSC levy collection rates. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities, which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised.

It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources. The municipality is confident that the new strategic direction as reflected in the IDP will result in the municipality benefiting from supporting the Local Municipalities in lobbying initiatives for key infrastructure needs within the District as well as the limitations placed on the utilization of the accumulated surplus and innovative cost containment measures.

Capital expenditure

Capital expenditure for the 2019/2020 financial year is detailed in **Annexure "E"**.

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2019/2020 financial year, approximately R1.4 million will be financed from Accumulated surpluses.

Funding arrangements and strategies

The Sarah Baartman District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Sarah Baartman District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

Short term funding

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Sarah Baartman District Municipality does not use loan funding to finance capital expenditure.

As part of innovative initiatives to be investigated by the municipality, the option of front-loading will be considered to assist the Local Municipalities to fast-track service delivery in an attempt to enhance the revenue base of the municipalities to assist in addressing the financial sustainability risk facing the municipalities.

Investments

Investments for the Sarah Baartman District Municipality are done in accordance with and adherence to the Municipal Investment Regulation of the MFMA, Sarah Baartman District Municipality's Investments Policy and other relevant legislation. Cash flow forecast and liquidity needs by the Sarah Baartman District Municipality provides guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Sarah Baartman District Municipality and the return on investments.

The BTO is obliged to invest all the Sarah Baartman District Municipality's funds within approved limits with counter parties' approval by Council. Due to high liquidity needs of the Sarah Baartman District Municipality, the investment portfolio constitutes mainly of money market instruments. The BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

Measures of financial performance

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 35%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratios of the Sarah Baartman District Municipality.

	Benchmark	2017/18	2018/19	2019/20
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	35%	39%	40%	37%

Current ratio

- Current ratio measures the ability of the Sarah Baartman District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1; however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Sarah Baartman District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Sarah Baartman District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

Salaries ratio

Employee costs represent 37% of the total expenditure including project expenditure for the 2019/20 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 49%.

Ratio analysis

The current debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years.

The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards capital infrastructure investments and soft support and capacity building programmes.

Challenges

The Sarah Baartman District Municipality is facing the following challenges:

- Dependence on grant funding;
- Collectively managing the cost down (doing more with less);
- Reviewing all Sarah Baartman District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.
- Additional function such as Environment Health services and Fire Fighting services and decreasing Equitable of national revenues.

Financial Risks

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Sarah Baartman District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Sarah Baartman District Municipality's financial position in the outer years.

The Sustainability Assessment Report clearly identifies the risks of the current funding strategies and highlights the going concern risk that faces the municipality, thus forcing the municipality to limit the utilization of its accumulated surplus to avoid future cash flow problems in the medium term.

Statement of tariff setting and revenue strategies

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Sarah Baartman District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This process of tariff setting takes place within the framework of the Sarah Baartman District Municipality's Tariff Policy, which is based on social, economic and financial principles.

While the Sarah Baartman District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2019/20 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Sarah Baartman District Municipality will increase tariffs for its services

It should however be noted that the revenue generated through the tariffs set is insignificant as the municipality do not charge tariffs for basic services. Also, the Environmental Health and Fire Services functions of the municipality are performed by the local municipalities and no tariffs were previously charged for these functions.

The schedule of tariffs and charges is attached as **Annexure "F"**.

CHAPTER 11



Expenditure On Allocations And Grant Programme

DC10 Sarah Baartman - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Local Government Equitable Share		21,827	22,641	22,641	24,262	24,262	24,262	27,500	29,367	31,423
RSC Levy Replacement		58,932	59,373	62,184	64,080	64,080	64,080	65,964	67,747	69,647
Finance Management		1,250	1,250	1,250	1,000	1,000	1,000	1,000	1,000	1,000
Municipal Systems Improvement		940	-	-	-	-	-	-	-	-
Other transfers/grants [insert description]		3,333	3,261	3,235	3,240	3,240	3,240	2,373	2,509	2,647
Provincial Government:		9,150	-	-	-	-	-	-	-	-
Health subsidy		4,983	-	-						
Other grants		4,167	-	-						
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Operating Transfers and Grants	5	95,432	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Capital Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total Capital Transfers and Grants	5	-	-	-	-	-	-	-	-	-
TOTAL RECEIPTS OF TRANSFERS & GRANTS		95,432	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717

DC10 Sarah Baartman - Supporting Table SA19 Expenditure on transfers and grant programme

DC10 Sarah Baartman - Supporting Table SA19 Expenditure on transfers and grant programme										
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Local Government Equitable Share		21,827	22,641	22,641	24,262	24,262	24,262	27,500	29,367	31,423
RSC Levy Replacement		58,932	59,373	62,184	64,080	64,080	64,080	65,964	67,747	69,647
Finance Management		1,250	1,250	1,250	1,000	1,000	1,000	1,000	1,000	1,000
Municipal Systems Improvement		940		-	-	-	-			
Other transfers/grants [insert description]		3,333	3,261	3,235	3,240	3,240	3,240	2,373	2,509	2,647
Provincial Government:		-	-	-	-	-	-	-	-	-
Health subsidy										
Other grants										
Other transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total operating expenditure of Transfers and Grants:		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Capital expenditure of Transfers and Grants										
National Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert desc]										
Provincial Government:		-	-	-	-	-	-	-	-	-
Other capital transfers/grants [insert description]										
District Municipality:		-	-	-	-	-	-	-	-	-
[insert description]										
Other grant providers:		-	-	-	-	-	-	-	-	-
[insert description]										
Total capital expenditure of Transfers and Grants		-	-	-	-	-	-	-	-	-
TOTAL EXPENDITURE OF TRANSFERS AND GRANTS		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717

DC10 Sarah Baartman - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

DC10 Sarah Baartman - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds										
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
Operating transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Conditions met - transferred to revenue		86,282	86,525	89,310	92,582	92,582	92,582	96,837	100,623	104,717
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts		9,150								
Conditions met - transferred to revenue		9,150	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts				1,000						
Conditions met - transferred to revenue		-	-	1,000	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total operating transfers and grants revenue		95,432	86,525	90,310	92,582	92,582	92,582	96,837	100,623	104,717
Total operating transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
Capital transfers and grants:	1,3									
National Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Provincial Government:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
District Municipality:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Other grant providers:										
Balance unspent at beginning of the year										
Current year receipts										
Conditions met - transferred to revenue		-	-	-	-	-	-	-	-	-
Conditions still to be met - transferred to liabilities										
Total capital transfers and grants revenue		-	-	-	-	-	-	-	-	-
Total capital transfers and grants - CTBM	2	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS REVENUE		95,432	86,525	90,310	92,582	92,582	92,582	96,837	100,623	104,717
TOTAL TRANSFERS AND GRANTS - CTBM		-	-	-	-	-	-	-	-	-

CHAPTER 12



Allocation And Grants Made By The Municipality

DC10 Sarah Baartman - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand											
Cash Transfers to other municipalities											
Environmental health	1	9,500	10,093	16,041	10,500	13,959	13,959	13,959	11,130	11,797	12,506
Fire Services		4,732	10,000		8,925	8,925	8,925	8,925	11,000	11,660	12,360
Total Cash Transfers To Municipalities:		14,232	20,093	16,041	19,425	22,884	22,884	22,884	22,130	23,457	24,865
Cash Transfers to Entities/Other External Mechanisms											
Environmental health	2										
Development agency		1,000	-		5,500	5,500	5,500	5,500	6,000	6,600	7,260
Grant operating expenditure		12,575	-		4,240	4,240	4,240	4,240	3,373	3,509	3,647
Total Cash Transfers To Entities/Ems		13,575	-	-	9,740	9,740	9,740	9,740	9,373	10,109	10,907
Cash Transfers to other Organs of State											
Environmental health	3										
Total Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Organisations											
Environmental health											
Total Cash Transfers To Organisations		-	-	-	-	-	-	-	-	-	-
Cash Transfers to Groups of Individuals											
Environmental health											
Total Cash Transfers To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL CASH TRANSFERS AND GRANTS	6	27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772
Non-Cash Transfers to other municipalities											
Insert description	1										
Total Non-Cash Transfers To Municipalities:		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to Entities/Other External Mechanisms											
Environmental health	2										
Total Non-Cash Transfers To Entities/Ems		-	-	-	-	-	-	-	-	-	-
Non-Cash Transfers to other Organs of State											
Environmental health	3										
Total Non-Cash Transfers To Other Organs Of State:		-	-	-	-	-	-	-	-	-	-
Non-Cash Grants to Organisations											
Environmental health	4										
Total Non-Cash Grants To Organisations		-	-	-	-	-	-	-	-	-	-
Groups of Individuals											
Environmental health	5										
Total Non-Cash Grants To Groups Of Individuals:		-	-	-	-	-	-	-	-	-	-
TOTAL NON-CASH TRANSFERS AND GRANTS		-	-	-	-	-	-	-	-	-	-
TOTAL TRANSFERS AND GRANTS	6	27,807	20,093	16,041	29,165	32,624	32,624	32,624	31,503	33,566	35,772

CHAPTER 13



Councillor and Board Members Allowances and Employee Benefits

DC10 Sarah Baartman - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand		A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)	1									
Basic Salaries and Wages		4,363	4,338	4,748	5,012	5,012	5,012	5,049	5,402	5,780
Pension and UIF Contributions										
Medical Aid Contributions										
Motor Vehicle Allowance		1,415	1,419	1,547	2,549	2,549	2,549	2,581	2,762	2,955
Cellphone Allowance		210	165	286	490	490	490	490	524	561
Housing Allowances										
Other benefits and allowances		619	454	1,063	130	130	130	76	81	87
Sub Total - Councillors		6,607	6,376	7,644	8,180	8,180	8,180	8,196	8,769	9,383
% Increase	4		(3.5%)	19.9%	7.0%	-	-	0.2%	7.0%	7.0%
Senior Managers of the Municipality	2									
Basic Salaries and Wages		4,924	3,573	5,239	4,142	4,142	4,142	4,302	4,603	4,925
Pension and UIF Contributions		436	93	102	-	-	-	-	-	-
Medical Aid Contributions		61	53	62	-	-	-	-	-	-
Overtime					-	-	-	-	-	-
Performance Bonus		325	64	310	281	281	281	291	311	333
Motor Vehicle Allowance	3	564	324	516	648	648	648	648	694	742
Cellphone Allowance	3	25	27	37	25	25	25	25	27	29
Housing Allowances	3	7	9	10	-	-	-	-	-	-
Other benefits and allowances	3	153	113	159	72	72	72	74	79	85
Payments in lieu of leave			2	-	-	-	-	-	-	-
Long service awards				-	-	-	-	-	-	-
Post-retirement benefit obligations	6			-	-	-	-	-	-	-
Sub Total - Senior Managers of Municipality		6,495	4,258	6,435	5,168	5,168	5,168	5,340	5,713	6,113
% Increase	4		(34.4%)	51.1%	(19.7%)	-	-	3.3%	7.0%	7.0%
Other Municipal Staff										
Basic Salaries and Wages		16,768	23,777	28,930	28,930	28,930	28,930	31,599	33,811	36,177
Pension and UIF Contributions		1,431	1,547	2,116	2,116	2,116	2,116	3,212	3,437	3,677
Medical Aid Contributions		6,681	4,778	5,361	5,361	5,361	5,361	1,202	1,286	1,376
Overtime			247	-	-	-	-	-	-	-
Performance Bonus		640	1,053	980	980	980	980	1,756	1,879	2,011
Motor Vehicle Allowance	3	940	1,340	1,050	1,050	1,050	1,050	1,496	1,601	1,713
Cellphone Allowance	3	135	132	144	144	144	144	168	180	192
Housing Allowances	3	117	204	214	214	214	214	403	431	461
Other benefits and allowances	3	613	803	1,950	1,950	1,950	1,850	758	811	867
Payments in lieu of leave				-	-	-	-	-	-	-
Long service awards				-	-	-	-	-	-	-
Post-retirement benefit obligations	6			-	-	-	-	-	-	-
Sub Total - Other Municipal Staff		27,325	33,881	40,745	40,745	40,745	40,745	40,593	43,435	46,475
% Increase	4		24.0%	20.3%	-	-	-	(0.4%)	7.0%	7.0%
Total Parent Municipality		40,427	44,515	54,824	54,093	54,093	54,093	54,128	57,917	61,971
			10.1%	23.2%	(1.3%)	-	-	0.1%	7.0%	7.0%
Board Members of Entities										
Basic Salaries and Wages				-	-	-	-	-	-	-
Pension and UIF Contributions				-	-	-	-	-	-	-
Medical Aid Contributions				-	-	-	-	-	-	-
Overtime				-	-	-	-	-	-	-
Performance Bonus				-	-	-	-	-	-	-
Motor Vehicle Allowance	3			-	-	-	-	-	-	-
Cellphone Allowance	3			-	-	-	-	-	-	-
Housing Allowances	3			-	-	-	-	-	-	-
Other benefits and allowances	3			-	-	-	-	-	-	-
Board Fees		108	152	108	108	108	108	-	-	-
Payments in lieu of leave				-	-	-	-	-	-	-
Long service awards				-	-	-	-	-	-	-
Post-retirement benefit obligations	6			-	-	-	-	-	-	-
Sub Total - Board Members of Entities		108	152	108	108	108	108	-	-	-
% Increase	4		40.6%	(28.9%)	-	-	-	(100.0%)	-	-

Senior Managers of Entities									
Basic Salaries and Wages		888	3,401	4,790	5,706	5,706	5,706		
Pension and UIF Contributions		-	-	-	-	-	-		
Medical Aid Contributions		-	-	-	-	-	-		
Overtime		-	-	-	-	-	-		
Performance Bonus		106	-	-	-	-	-		
Motor Vehicle Allowance	3	120	-	-	-	-	-		
Cellphone Allowance	3	-	-	-	-	-	-		
Housing Allowances	3	-	-	-	-	-	-		
Other benefits and allowances	3	-	-	-	-	-	-		
Payments in lieu of leave		-	-	-	-	-	-		
Long service awards		-	-	-	-	-	-		
Post-retirement benefit obligations	6	-	-	-	-	-	-		
Sub Total - Senior Managers of Entities		1,115	3,401	4,790	5,706	5,706	5,706	-	-
% increase	4		205.1%	40.8%	19.1%	-	-	(100.0%)	-
Other Staff of Entities									
Basic Salaries and Wages		1,314	1,314	-	-	-	-		
Pension and UIF Contributions		-	-	-	-	-	-		
Medical Aid Contributions		-	-	-	-	-	-		
Overtime		-	-	-	-	-	-		
Performance Bonus		91	91	-	-	-	-		
Motor Vehicle Allowance	3	-	-	-	-	-	-		
Cellphone Allowance	3	-	-	-	-	-	-		
Housing Allowances	3	-	-	-	-	-	-		
Other benefits and allowances	3	284	284	-	-	-	-		
Payments in lieu of leave		-	-	-	-	-	-		
Long service awards		-	-	-	-	-	-		
Post-retirement benefit obligations	6	-	-	-	-	-	-		
Sub Total - Other Staff of Entities		1,689	1,689	-	-	-	-	-	-
% increase	4		-	(100.0%)	-	-	-	-	-
Total Municipal Entities		2,912	5,242	4,898	5,814	5,814	5,814	-	-
TOTAL SALARY, ALLOWANCES & BENEFITS									
		43,339	49,757	59,722	59,907	59,907	59,907	54,128	57,917
% increase	4		14.8%	20.0%	0.3%	-	-	(9.6%)	7.0%
TOTAL MANAGERS AND STAFF	5,7	36,624	43,229	51,970	51,619	51,619	51,619	45,933	49,148

DC10 Sarah Baartman - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

Disclosure of Salaries, Allowances & Benefits 1.	Ref	No.	Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	Total Package
Rand per annum				1.				2.
Councillors	3							
Speaker	4		536,309	7,333	236,070			779,712
Chief Whip			-					-
Executive Mayor			670,388	9,164	297,270			976,822
Deputy Executive Mayor								-
Executive Committee			2,513,955	34,545	1,124,500			3,673,000
Total for all other councillors			1,328,023	24,986	1,413,080			2,766,089
Total Councillors	8	-	5,048,675	76,028	3,070,920			8,195,623
Senior Managers of the Municipality	5							
Municipal Manager (MM)			1,239,624	20,451	196,200	84,200		1,540,475
Chief Finance Officer			1,020,694	17,808	159,000	68,800		1,266,302
Director : Infrastructure Development and Community Services			1,020,694	17,808	159,000	68,800		1,266,302
Director : Planning and Economic Development			1,020,694	17,808	159,000	68,800		1,266,302
List of each official with packages >= senior manager								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total Senior Managers of the Municipality	8,10	-	4,301,706	73,875	673,200	290,600		5,339,381
A Heading for Each Entity	6,7							
List each member of board by designation								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
								-
Total for municipal entities	8,10	-	-	-	-	-		-
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE REMUNERATION	10	-	9,350,381	149,903	3,744,120	290,600		13,535,004

DC10 Sarah Baartman - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref	2017/18			Current Year 2018/19			Budget Year 2019/20		
		Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)		30	-	30	30	-	30	30	-	30
Board Members of municipal entities	4	5	-	5	5	-	5	5	-	5
Municipal employees	5	-	-	-	-	-	-	-	-	-
Municipal Manager and Senior Managers	3	4	-	4	4	-	4	4	-	4
Other Managers	7	15	-	15	15	-	15	15	-	15
Professionals		7	5	2	7	5	2	7	5	2
Finance		6	4	2	6	4	2	6	4	2
Spatial/town planning		-	-	-	-	-	-	-	-	-
Information Technology		1	1	-	1	1	-	1	1	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
Technicians		24	11	13	24	11	13	24	11	13
Finance		8	3	5	8	3	5	8	3	5
Spatial/town planning		1	-	1	1	-	1	1	-	1
Information Technology		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Electricity		-	-	-	-	-	-	-	-	-
Water		-	-	-	-	-	-	-	-	-
Sanitation		-	-	-	-	-	-	-	-	-
Refuse		-	-	-	-	-	-	-	-	-
Other		15	8	7	15	8	7	15	8	7
Clerks (Clerical and administrative)		25	18	7	25	18	7	25	18	7
Service and sales workers		7	4	3	7	4	3	7	4	3
Skilled agricultural and fishery workers		-	-	-	-	-	-	-	-	-
Craft and related trades		-	-	-	-	-	-	-	-	-
Plant and Machine Operators		-	-	-	-	-	-	-	-	-
Elementary Occupations		-	-	-	-	-	-	-	-	-
TOTAL PERSONNEL NUMBERS	9	117	38	79	117	38	79	117	38	79
% increase		-	-	-	-	-	-	-	-	-
Total municipal employees headcount	6, 10	106	33	73	106	33	73	106	33	73
Finance personnel headcount	8, 10	23	9	14	23	9	14	23	9	14
Human Resources personnel headcount	8, 10	3	1	2	3	1	2	3	1	2

CHAPTER 14



Monthly Targets For Revenue, Expenditure And Cash Flow

DC10 Sarah Baartman - Supporting Table SA25 Consolidated budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source																
Property rates																
Service charges - electricity revenue																
Service charges - water revenue																
Service charges - sanitation revenue																
Service charges - refuse revenue																
Rental of facilities and equipment		117	117	117	117	117	117	117	117	117	117	117	117	1,400	1,400	1,400
Interest earned - external investments		1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	15,000	15,000
Interest earned - outstanding debtors																
Dividends received																
Fines, penalties and forfeits																
Licences and permits																
Agency services		31,488	4	4	4	4	4	4	4	4	4	4	4	50	50	50
Transfers and subsidies		3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	96,837	100,623	104,717
Other revenue														35,688	35,475	
Gains on disposal of PPE																
Total Revenue (excluding capital transfers and contributions)		36,029	4,541	4,541	4,541	4,541	36,029	4,541	4,541	36,029	4,541	4,541	4,556	148,975	152,548	156,642
Expenditure By Type																
Employee related costs		3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	45,933	48,148	52,588
Remuneration of councillors		683	683	683	683	683	683	683	683	683	683	683	683	8,196	8,769	9,383
Debt impairment																
Depreciation & asset impairment																
Finance charges														1,800	1,900	2,000
Bulk purchases																
Other materials																
Contracted services																
Transfers and subsidies														2,881	3,041	3,202
Other expenditure		5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	3,252	31,503	33,566	35,772
Loss on disposal of PPE														58,602	56,124	53,696
Total Expenditure		9,548	9,548	18,144	9,548	9,548	18,144	9,548	9,548	18,144	9,548	18,144	9,563	148,975	152,548	156,642
Surplus/(Deficit)		26,481	(5,007)	(13,603)	(5,007)	(5,007)	17,885	(5,007)	(5,007)	17,885	(5,007)	(13,603)	(5,007)			
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)																
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental)																
Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions																
Transfers and subsidies - capital (in-kind - all)																
Surplus/(Deficit) after capital transfers & contributions		26,481	(5,007)	(13,603)	(5,007)	(5,007)	17,885	(5,007)	(5,007)	17,885	(5,007)	(13,603)	(5,007)			
Taxation																
Attributable to minorities																
Share of surplus/ (deficit) of associate																
Surplus/(Deficit)	1	26,481	(5,007)	(13,603)	(5,007)	(5,007)	17,885	(5,007)	(5,007)	17,885	(5,007)	(13,603)	(5,007)			

DC10 Sarah Baartman - Supporting Table SA26 Consolidated budgeted monthly revenue and expenditure (municipal vote)

R thousand	Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
			July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	Revenue by Vote																
	Vote 1 - Executive and Council		2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	34,223	34,010	34,010
	Vote 2 - Finance and Corporate Services		18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	112,379	116,029	119,985
	Vote 3 - Planning and Infrastructure Development														0	-	-
	Vote 4 - Health														-	-	-
	Vote 5 - Community Services														-	-	-
	Vote 6 - Housing														-	-	-
	Vote 7 - Public Safety														-	-	-
	Vote 8 - Sport and Recreation														-	-	-
	Vote 9 - Waste Management														-	-	-
	Vote 10 - Roads				791			791			791				2,373	2,509	2,647
	Vote 11 - Water														-	-	-
	Vote 12 - Electricity														-	-	-
	Vote 13 - Tourism														-	-	-
	Vote 14 - [NAME OF VOTE 14]														-	-	-
	Vote 15 - [NAME OF VOTE 15]														-	-	-
	Total Revenue by Vote		21,582	2,852	22,373	2,852	21,582	3,643	21,582	2,852	22,373	2,852	2,852	21,582	148,975	152,548	155,642
	Expenditure by Vote to be appropriated																
	Vote 1 - Executive and Council		2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	33,388	36,646	37,714
	Vote 2 - Finance and Corporate Services		3,484	3,484	3,484	3,484	3,484	3,484	3,484	3,484	3,484	3,484	3,484	3,484	41,808	43,744	46,055
	Vote 3 - Planning and Infrastructure Development		1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,220	1,228	14,648	14,633	15,623
	Vote 4 - Health		1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	13,002	13,789	14,619
	Vote 5 - Community Services														-	-	-
	Vote 6 - Housing		41	41	41	41	41	41	41	41	41	41	41	41	490	523	558
	Vote 7 - Public Safety		2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	2,788	33,461	32,409	30,971
	Vote 8 - Sport and Recreation														-	-	-
	Vote 9 - Waste Management														-	-	-
	Vote 10 - Roads		258	258	258	258	258	258	258	258	258	258	258	258	3,093	2,529	2,667
	Vote 11 - Water		255	255	255	255	255	255	255	255	255	255	255	254	3,057	2,100	2,157
	Vote 12 - Electricity														-	-	-
	Vote 13 - Tourism		502	502	502	502	502	502	502	502	502	502	502	502	6,028	6,175	6,278
	Vote 14 - [NAME OF VOTE 14]														-	-	-
	Vote 15 - [NAME OF VOTE 15]														-	-	-
	Total Expenditure by Vote		12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,413	12,430	148,975	152,548	156,642
	Surplus/(Deficit) before assoc. Taxation		9,169	(9,561)	9,960	(9,561)	9,169	(6,770)	9,169	(9,561)	9,960	(9,561)	(9,561)	9,152	-	-	-
	Attributable to minorities														-	-	-
	Share of surplus/ (deficit) of associate														-	-	-
	Surplus/(Deficit)	1	9,169	(9,561)	9,960	(9,561)	9,169	(6,770)	9,169	(9,561)	9,960	(9,561)	(9,561)	9,152	-	-	-

DC10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)

OC10 Sarah Baartman - Supporting Table SA27 Consolidated budgeted monthly revenue and expenditure (functional classification)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Revenue - Functional																
<i>Governance and administration</i>		21,582	2,852	21,582	2,852	21,582	2,852	21,582	2,852	21,582	2,852	2,852	21,582	146,602	150,039	153,995
Executive and council		2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	2,852	34,223	34,010	34,010
Finance and administration		18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	18,730	112,379	116,029	119,985
Internal audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Community and public safety</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Public safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Economic and environmental services</i>		-	-	791	-	-	791	-	-	791	-	-	-	2,373	2,509	2,647
Planning and development		-	-	791	-	-	791	-	-	791	-	-	-	2,373	2,509	2,647
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Trading services</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Energy sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>Other</i>		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue - Functional		21,582	2,852	22,373	2,852	21,582	3,643	21,582	2,852	22,373	2,852	2,852	21,582	148,975	152,548	156,642
Expenditure - Functional																
<i>Governance and administration</i>		5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	5,953	71,433	76,461	79,701
Executive and council		2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	2,309	27,703	30,682	31,494
Finance and administration		3,644	3,644	3,644	3,644	3,644	3,644	3,644	3,644	3,644	3,644	3,644	3,644	43,730	45,769	48,207
Internal audit		3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	3,913	46,953	46,721	46,147
<i>Community and public safety</i>		787	787	787	787	787	787	787	787	787	787	787	787	9,447	8,459	8,950
Community and social services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sport and recreation		2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	2,001	23,949	23,949	22,021
Public safety		41	41	41	41	41	41	41	41	41	41	41	41	490	523	558
Housing		1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	1,084	13,002	13,789	14,619
Health		258	258	258	258	258	258	258	258	258	258	258	258	21,091	22,358	22,358
<i>Economic and environmental services</i>		258	258	258	258	258	258	258	258	258	258	258	258	18,411	18,562	19,691
Planning and development		258	258	258	258	258	258	258	258	258	258	258	258	3,093	2,529	2,667
Road transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Environmental protection		255	255	255	255	255	255	255	255	255	255	255	255	3,057	2,100	2,157
<i>Trading services</i>		255	255	255	255	255	255	255	255	255	255	255	255	3,057	2,100	2,157
Energy sources		255	255	255	255	255	255	255	255	255	255	255	255	3,057	2,100	2,157
Water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste water management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Waste management		502	502	502	502	502	502	502	502	502	502	502	502	6,028	6,175	6,278
<i>Other</i>		10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	29,291	148,975	152,548	156,642
Total Expenditure - Functional		10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	10,880	29,291	148,975	152,548	156,642
Surplus/(Deficit) before assoc.		10,701	(8,028)	11,492	(8,028)	10,701	(7,237)	10,701	(8,028)	11,492	(8,028)	(8,028)	(7,710)	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	10,701	(8,028)	11,492	(8,028)	10,701	(7,237)	10,701	(8,028)	11,492	(8,028)	(8,028)	(7,710)	-	-	-

DC10 Sarah Baartman - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)

DC10 Sarah Baartman - Supporting Table SA28 Consolidated budgeted monthly capital expenditure (municipal vote)																
Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Multi-year expenditure to be appropriated	1															
Vote 1 - Executive and Council																
Vote 2 - Finance and Corporate Services																
Vote 3 - Planning and Infrastructure Development																
Vote 4 - Health																
Vote 5 - Community Services																
Vote 6 - Housing																
Vote 7 - Public Safety																
Vote 8 - Sport and Recreation																
Vote 9 - Waste Management																
Vote 10 - Roads																
Vote 11 - Water																
Vote 12 - Electricity																
Vote 13 - Tourism																
Vote 14 - [NAME OF VOTE 14]																
Vote 15 - [NAME OF VOTE 15]																
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Single-year expenditure to be appropriated																
Vote 1 - Executive and Council						1,136									990	990
Vote 2 - Finance and Corporate Services							182							1,136		
Vote 3 - Planning and Infrastructure Development						30								182		
Vote 4 - Health														30		
Vote 5 - Community Services						30										
Vote 6 - Housing																
Vote 7 - Public Safety																
Vote 8 - Sport and Recreation																
Vote 9 - Waste Management																
Vote 10 - Roads																
Vote 11 - Water																
Vote 12 - Electricity						40									40	
Vote 13 - Tourism																
Vote 14 - [NAME OF VOTE 14]																
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	1,236	182	-	-	-	-	-	-	1,418	990	990
Capital single-year expenditure sub-total	2	-	-	-	-	1,236	182	-	-	-	-	-	-	1,418	990	990
Total Capital Expenditure	2	-	-	-	-	1,236	182	-	-	-	-	-	-	1,418	990	990

DC10 Sarah Baartman - Supporting Table SA29 Consolidated budgeted monthly capital expenditure (functional classification)

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand																
Capital Expenditure - Functional	1													1,136	990	990
Governance and administration																
Executive and council						1,136										
Finance and administration						1,136								1,136	990	990
Internal audit																
Community and public safety						60								60		
Community and social services																
Sport and recreation						30								30		
Public safety																
Housing						30								30		
Health																
Economic and environmental services							182							182		
Planning and development							182									
Road transport																
Environmental protection																
Trading services																
Energy sources																
Water management																
Waste water management																
Waste management						40								40		
Other																
Total Capital Expenditure - Functional	2					1,236	182							1,418	990	990
Funded by:																
National Government																
Provincial Government																
District Municipality																
Other transfers and grants																
Transfers recognised - capital																
Borrowing																
Internally generated funds																
Total Capital Funding														1,418	990	990

DC10 Sarah Beartman - Supporting Table SA30 Consolidated budgeted monthly cash flow

MONTHLY CASH FLOWS	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
													Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	July	August	Sept.	October	November	December	January	February	March	April	May	June			
R thousand													1		
Cash Receipts By Source															
Property rates															
Service charges - electricity revenue															
Service charges - water revenue															
Service charges - sanitation revenue															
Service charges - refuse revenue															
Rental of facilities and equipment	117	117	117	117	117	117	117	117	117	117	117	117	1,400	1,400	1,400
Interest earned - external investments	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000	15,000	15,000
Interest earned - outstanding debtors															
Dividends received															
Fines, penalties and forfeits															
Licences and permits	4	4	4	4	4	4	4	4	4	4	4	4	50	50	50
Agency services	31,488					31,488			31,488			2,373	96,837	100,623	104,717
Transfer receipts - operational	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	3,171	2,230	37,106	36,465	36,465
Other revenue															
Cash Receipts by Source	35,029	4,541	4,541	4,541	4,541	35,029	4,541	4,541	35,029	4,541	4,541	5,974	150,393	153,538	157,632
Other Cash Flows by Source															
Transfer receipts - capital															
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)															
Proceeds on disposal of PPE															
Short term loans															
Borrowing long term/financing															
Increase (decrease) in consumer deposits															
Decrease (increase) in non-current debtors															
Decrease (increase) other non-current receivables															
Decrease (increase) in non-current investments															
Total Cash Receipts by Source	35,029	4,541	4,541	4,541	4,541	35,029	4,541	4,541	35,029	4,541	4,541	5,974	150,393	153,538	157,632
Cash Payments by Type															
Employee related costs	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	3,828	45,933	49,148	52,588
Remuneration of councillors	683	683	683	683	683	683	683	683	683	683	683	683	8,166	8,769	9,363
Finance charges															
Bulk purchases - Electricity															
Bulk purchases - Water & Sewer															
Other materials															
Contracted services															
Transfers and grants - other municipalities															
Transfers and grants - other															
Other expenditure	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	5,037	3,252	58,662	56,124	53,695
Cash Payments by Type	9,548	9,548	9,548	9,548	9,548	18,144	9,548	9,548	18,144	9,548	18,144	9,563	148,975	152,548	156,642
Other Cash Flows/Payments by Type															
Capital assets															
Repayment of borrowing															
Other Cash Flows/Payments															
Total Cash Payments by Type	9,548	9,548	18,144	9,548	10,348	18,144	10,166	9,548	18,144	9,548	18,144	9,563	150,393	153,538	157,632
NET INCREASE/(DECREASE) IN CASH HELD	26,481	(5,007)	(13,603)	(5,007)	(9,807)	17,885	(5,623)	(5,007)	17,885	(5,007)	(13,603)	(3,589)	-	-	-
Cash/cash equivalents at the monthly year begin:	63,659	90,141	85,134	71,531	66,525	60,718	78,603	72,979	67,972	85,868	80,361	63,659	63,659	63,659	63,659
Cash/cash equivalents at the monthly year end:	90,141	85,134	71,531	66,525	60,718	78,603	72,979	67,972	85,868	80,361	67,248	63,659	63,659	63,659	63,659

CHAPTER 15



Annual Budgets & SDBIP: Internal Departments

CHAPTER 15

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer **Annexure “G”**)

CHAPTER 16



Contracts having Future Budgetary Implications

DC10 Sarah Baartman - Supporting Table SA33 Contracts having future budgetary implications

R thousand	Description	Ref	Preceding Years	Current Year 2018/19	2018/20 Medium Term Revenue & Expenditure Framework			Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Forecast 2028/29	Total Contract Value
					Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22								
1,3	Total			Original Budget				Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
2	Parent Municipality: Revenue Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Operating Revenue Implication														
	Expenditure Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Operating Expenditure Implication														
	Capital Expenditure Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Capital Expenditure Implication														
	Total Parent Expenditure Implication														
2	Entities: Revenue Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Operating Revenue Implication														
	Expenditure Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Operating Expenditure Implication														
	Capital Expenditure Obligation By Contract														
	Contract 1														
	Contract 2														
	Contract 3 etc														
2	Total Capital Expenditure Implication														
	Total Entity Expenditure Implication														

The municipality does not have any contracts with future financial obligations beyond three years covered by the MTREF

CHAPTER 17



Capital Expenditure Details

CHAPTER 17

CAPITAL EXPENDITURE DETAILS

(For more information refer **Annexure “E”**)

DC10 Sarah Baartman - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Retreatment		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-

Community Assets	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Halls	-	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-	-
Public Abution Facilities	-	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-	-
Other assets	-	2,784	505	-	500	500	500	-	-	-
Operational Buildings	-	2,784	505	-	500	500	500	-	-	-
Municipal Offices	-	2,784	505	-	500	500	500	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Intangible Assets	-	-	-	-	605	605	300	200	200	-
Servitudes	-	-	-	-	605	605	300	200	200	-
Licences and Rights	-	-	-	-	605	605	300	200	200	-
Water Rights	-	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	605	605	300	200	200	-
Local Settlement Software Applications	-	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-	-
Computer Equipment	166	1,895	1,226	104	100	204	195	-	-	-
Computer Equipment	166	1,895	1,226	104	100	204	195	-	-	-
Furniture and Office Equipment	234	177	77	623	1,892	2,605	423	790	790	-
Furniture and Office Equipment	234	177	77	623	1,892	2,605	423	790	790	-
Machinery and Equipment	123	-	7	-	-	-	-	-	-	-
Machinery and Equipment	123	-	7	-	-	-	-	-	-	-
Transport Assets	880	1,266	250	1,020	4,490	5,510	-	-	-	-
Transport Assets	880	1,266	250	1,020	4,490	5,510	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on new assets	1	1,403	6,122	2,965	1,747	7,677	9,424	1,418	990	990

DC10 Sarah Baartman - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class

DC10 Sarah Bartaian - Supporting Table SA34b Consolidated capital expenditure on the renewal of existing assets by asset class										
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reliculation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										
Capital Spares										
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										

Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets	-	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-	-
Municipal Offices	-	-	-	-	-	-	-	-	-	-
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										
Intangible Assets	-	-	-	-	-	-	-	-	-	-
Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Local Settlement Software Applications										
Unspecified										
Computer Equipment	-	-	-	-	-	-	-	-	-	-
Computer Equipment	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Total Capital Expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-	-
Renewal of Existing Assets as % of total capex		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn*		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

CHAPTER 18



Legislative Compliance Status

CHAPTER 18

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) ensures proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that requires continuous transformation in financial discipline and planning processes. The budget preparation for 2019/2020 complies with these key requirements.

The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Sarah Baartman District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been submitted on time.

In accordance with the provisions of the Act, Sarah Baartman District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The amended regulations of the Preferential Procurement as well as the Infrastructure Delivery Management Policy have been incorporated into the Supply Chain Management Policy. The policy is intended to regulate the supply chain management environment within the district to promote job creation and Small, Medium and Micro Enterprises. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The Sarah Baartman District Municipality's financial statements were prepared to comply with GRAP.

When preparing the budget, the Sarah Baartman District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.

The significant change in the budget preparations is the mSCOA (Municipal Standard Chart of Accounts) which was effective on 1 July 2017. The municipality has therefore prepared the budget in compliance with the mSCOA requirements.

CHAPTER 19



Details of Budgets per Department

CHAPTER 19

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2019/20

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development and Community Services	55,527	37%
Finance & Corporate Services	41,951	28%
Economic Development and Planning	22,059	15%
Office of the Mayor	18,934	13%
Office of the Municipal Manager	10,503	7%
Total	148,975	100%

CHAPTER 20



Municipal Entity Budget Information

CHAPTER 20

MUNICIPAL ENTITY INFORMATION

The 2019/20 multi-year budget for the Cacadu Development Agency was submitted by the municipal entity to the Parent Municipality for consideration by Council as attached.

Schedule D for a municipal entity was completed accordingly.

DC10 Sarah Baartman - Supporting Table SA31 Aggregated entity budget

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R million										
Financial Performance										
Property rates										
Service charges										
Investment revenue		0	0	0	0	0	0	0	0	0
Transfers recognised - operational		2	6	5	6	6	6	9	39	7
Other own revenue			0	3	4	4	4	5	5	2
Contributions recognised - capital & contributed assets										
Total Revenue (excluding capital transfers and contributions)		2	7	9	10	10	10	15	45	9
Employee costs		4	3	5	6	6	6	6	6	7
Remuneration of Board Members		0	0	0	0	0	0	0	0	0
Depreciation & asset impairment		0	0	0	0	0	0	0	0	0
Finance charges		0	0							
Materials and bulk purchases										
Transfers and grants			1							
Other expenditure		1	1	4	4	4	4	9	38	2
Total Expenditure		5	5	9	10	10	10	15	45	9
Surplus/(Deficit)		(3)	1	0	0	0	0	0	-	-
Capital expenditure & funds sources										
Capital expenditure										
Transfers recognised - operational										
Borrowing										
Internally generated funds										
Total sources		-	-	-	-	-	-	-	-	-
Financial position										
Total current assets										
Total non current assets										
Total current liabilities										
Total non current liabilities										
Equity										
Cash flows										
Net cash from (used) operating										
Net cash from (used) investing										
Net cash from (used) financing										
Cash/cash equivalents at the year end										

Cacadu Development Agency - Table D1 Budget Summary

Description	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands									
Financial Performance									
Property rates	-	-	-	-	-	-	-	-	-
Service charges	-	-	-	-	-	-	-	-	-
Investment revenue	285	297	465	350	350	150	301	350	350
Transfers recognised - operational	1,720	6,031	5,400	5,500	5,500	5,500	9,381	38,859	6,600
Other own revenue	-	304	2,895	3,776	3,776	-	5,225	5,361	1,662
Total Revenue (excluding capital transfers and contributions)	2,005	6,632	8,860	9,626	9,626	5,650	14,907	44,570	8,612
Employee costs	3,911	3,401	-	5,706	5,706	4,162	6,017	6,417	6,838
Remuneration of councillors	101	152	-	108	108	108	100	100	100
Depreciation & asset impairment	-	-	-	-	25	25	40	40	40
Finance charges	1	1	-	-	-	-	-	-	-
Materials and bulk purchases	-	-	-	-	-	-	-	-	-
Transfers and grants	-	1	-	-	-	-	-	-	-
Other expenditure	815	9,010	-	3,913	3,727	1,669	8,690	38,013	1,634
Total Expenditure	4,828	12,565	-	9,727	9,566	5,963	14,847	44,570	8,612
Surplus/(Deficit)	(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-
Transfers and subsidies - capital (monetary allocations) (Nati	-	-	-	-	-	-	-	-	-
Contributions recognised - capital & contributed assets	-	-	-	-	-	-	-	-	-
	(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-
Surplus/(Deficit) after capital transfers & contributions									
Taxation	-	-	-	-	-	-	-	-	-
Surplus/ (Deficit) for the year	(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-
Capital expenditure & funds sources									
Capital expenditure	15	9	-	-	60	60	60	-	-
Transfers recognised - capital	-	-	-	-	-	-	-	-	-
Borrowing	-	-	-	-	-	-	-	-	-
Internally generated funds	-	-	-	-	-	-	-	-	-
Total sources of capital funds	-	-	-	-	-	-	-	-	-
Financial position									
Total current assets	5,631	5,880	6,848	6,439	6,439	6,439	6,499	6,499	6,499
Total non current assets	107	91	62	207	207	122	182	182	182
Total current liabilities	2,483	1,755	2,199	1,219	1,219	1,219	1,269	1,069	969
Total non current liabilities	-	-	-	-	-	-	-	-	-
Community wealth/Equity	2,917	4,217	4,710	5,813	5,813	5,343	6,411	6,229	6,254
Cash flows									
Net cash from (used) operating	(1,815)	(727)	1,857	60	5,850	(313)	60	-	(311)
Net cash from (used) investing	(15)	(9)	-	(60)	-	(60)	(60)	-	-
Net cash from (used) financing	-	-	-	-	-	-	-	-	-
Cash/cash equivalents at the year end	3,801	3,065	4,923	4,895	10,773	4,549	4,549	4,549	4,238

Cacadu Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)

Cacadu Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)										
Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands										
Revenue by Source	1									
Property rates										
Service charges - electricity revenue										
Service charges - water revenue										
Service charges - sanitation revenue										
Service charges - refuse revenue								267	288	311
Rental of facilities and equipment								301	350	350
Interest earned - external investments		285	297	465	350	350	150			
Interest earned - outstanding debtors										
Dividends received										
Fines, penalties and forfeits										
Licences and permits								238	176	
Agency services								9,381	38,859	6,600
Transfers and subsidies		1,720	6,031	5,400	5,500	5,500	5,500	4,720	4,897	1,351
Other revenue			304	2,995	3,776	3,776				
Gains on disposal of PPE										
Total Revenue (excluding capital transfers and contributions)		2,005	6,632	8,860	9,626	9,626	5,650	14,907	44,570	8,612
Expenditure By Type										
Employee related costs		3,911	3,401		5,706	5,706	4,162	6,017	6,417	6,838
Remuneration of councillors		101	152		108	108	108	100	100	100
Debt impairment	4	-	-		-	-	-	-	-	-
Depreciation & asset impairment		-	-	-	-	25	25	40	40	40
Finance charges		1	1	-	-	-	-	-	-	-
Bulk purchases	2	-	-	-	-	-	-	-	-	-
Other materials	5	-	-	-	-	-	-	-	-	-
Contracted services		-	-	-	-	-	-	-	-	-
Transfers and subsidies		-	1	-	-	-	-	-	-	-
Other expenditure	3	815	9,010		3,913	3,727	1,669	8,690	38,013	1,634
Loss on disposal of PPE										
Total Expenditure		4,828	12,565	-	9,727	9,566	5,963	14,847	44,570	8,612
Surplus/(Deficit)		(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)										
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)										
Transfers and subsidies - capital (in-kind - all)										
Surplus/(Deficit) after capital transfers & contributions		(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-
Taxation										
Surplus/ (Deficit) for the year		(2,823)	(5,933)	8,860	(102)	60	(313)	60	-	-

Cacadu Development Agency - Table D3 Capital Budget by asset class and funding

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands	1									
Capital expenditure by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-

Promenades	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-
Data Centres	-	-	-	-	-	-	-	-	-	-
Core Layers	-	-	-	-	-	-	-	-	-	-
Distribution Layers	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Community Assets	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Halls	-	-	-	-	-	-	-	-	-	-
Centres	-	-	-	-	-	-	-	-	-	-
Crèches	-	-	-	-	-	-	-	-	-	-
Clinics/Care Centres	-	-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations	-	-	-	-	-	-	-	-	-	-
Testing Stations	-	-	-	-	-	-	-	-	-	-
Museums	-	-	-	-	-	-	-	-	-	-
Galleries	-	-	-	-	-	-	-	-	-	-
Theatres	-	-	-	-	-	-	-	-	-	-
Libraries	-	-	-	-	-	-	-	-	-	-
Cemeteries/Crematoria	-	-	-	-	-	-	-	-	-	-
Police	-	-	-	-	-	-	-	-	-	-
Parks	-	-	-	-	-	-	-	-	-	-
Public Open Space	-	-	-	-	-	-	-	-	-	-
Nature Reserves	-	-	-	-	-	-	-	-	-	-
Public Ablution Facilities	-	-	-	-	-	-	-	-	-	-
Markets	-	-	-	-	-	-	-	-	-	-
Stalls	-	-	-	-	-	-	-	-	-	-
Abattoirs	-	-	-	-	-	-	-	-	-	-
Airports	-	-	-	-	-	-	-	-	-	-
Taxi Ranks/Bus Terminals	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities	-	-	-	-	-	-	-	-	-	-
Outdoor Facilities	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments	-	-	-	-	-	-	-	-	-	-
Historic Buildings	-	-	-	-	-	-	-	-	-	-
Works of Art	-	-	-	-	-	-	-	-	-	-
Conservation Areas	-	-	-	-	-	-	-	-	-	-
Other Heritage	-	-	-	-	-	-	-	-	-	-
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-	-
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property	-	-	-	-	-	-	-	-	-	-
Unimproved Property	-	-	-	-	-	-	-	-	-	-
Other assets	-	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-	-
Municipal Offices	-	-	-	-	-	-	-	-	-	-
Pay/Enquiry Points	-	-	-	-	-	-	-	-	-	-
Building Plan Offices	-	-	-	-	-	-	-	-	-	-
Workshops	-	-	-	-	-	-	-	-	-	-
Yards	-	-	-	-	-	-	-	-	-	-
Stores	-	-	-	-	-	-	-	-	-	-
Laboratories	-	-	-	-	-	-	-	-	-	-
Training Centres	-	-	-	-	-	-	-	-	-	-
Manufacturing Plant	-	-	-	-	-	-	-	-	-	-
Depots	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-
Housing	-	-	-	-	-	-	-	-	-	-
Staff Housing	-	-	-	-	-	-	-	-	-	-
Social Housing	-	-	-	-	-	-	-	-	-	-
Capital Spares	-	-	-	-	-	-	-	-	-	-

Biological or Cultivated Assets									
Biological or Cultivated Assets									
Intangible Assets									
Servitudes									
Licences and Rights									
Water Rights									
Effluent Licenses									
Solid Waste Licenses									
Computer Software and Applications									
Local Settlement Software Applications									
Unspecified									
Computer Equipment	15	9	-	-	60	60	60	-	-
Computer Equipment	15	9	-	-	60	60	60	-	-
Furniture and Office Equipment									
Furniture and Office Equipment									
Machinery and Equipment									
Machinery and Equipment									
Transport Assets									
Transport Assets									
Land									
Land									
Zoo's, Marine and Non-biological Animals									
Zoo's, Marine and Non-biological Animals									
Total capital expenditure on assets	1	15	9	-	-	60	60	60	-

Funded by:									
National Government									
Provincial Government									
Parent Municipality									
District Municipality									
Transfers recognised - capital		-	-	-	-	-	-	-	-
Borrowing	3								
Internally generated funds									
Total Capital Funding	4	-	-	-	-	-	-	-	-

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
R thousands		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
ASSETS										
Current assets										
Cash										
Call investment deposits		5,631	4,895	6,753	6,439	6,439	6,439	6,499	6,499	6,499
Consumer debtors			955	95						
Other debtors			31							
Current portion of long-term receivables										
Inventory										
Total current assets		5,631	5,880	6,848	6,439	6,439	6,439	6,499	6,499	6,499
Non current assets										
Long-term receivables	3									
Investments										
Investment property										
Investment in Associate										
Property, plant and equipment	1	107	91	62	207	207	122	182	182	182
Biological										
Intangible										
Other non-current assets										
Total non current assets		107	91	62	207	207	122	182	182	182
TOTAL ASSETS		5,738	5,972	6,910	6,646	6,646	6,562	6,682	6,682	6,682
LIABILITIES										
Current liabilities										
Bank overdraft										
Borrowing										
Consumer deposits										
Trade and other payables		2,483	1,600	2,131	1,150	1,150	1,150	1,200	1,000	900
Provisions	3		156	69	69	69	69	69	69	69
Total current liabilities		2,483	1,755	2,199	1,219	1,219	1,219	1,269	1,069	969
Non current liabilities										
Borrowing										
Provisions	3									
Total non current liabilities		-	-	-	-	-	-	-	-	-
TOTAL LIABILITIES		2,483	1,755	2,199	1,219	1,219	1,219	1,269	1,069	969
NET ASSETS	2	3,255	4,217	4,710	5,428	5,428	5,343	5,413	5,613	5,713
COMMUNITY WEALTH/EQUITY										
Accumulated Surplus/(Deficit)		2,917	4,217	4,710	5,813	5,813	5,343	6,411	6,229	6,254
Reserves										
TOTAL COMMUNITY WEALTH/EQUITY	2	2,917	4,217	4,710	5,813	5,813	5,343	6,411	6,229	6,254

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands										
CASH FLOW FROM OPERATING ACTIVITIES										
Receipts										
Property rates										
Service charges										
Other revenue			36	22	3,776			5,225	5,361	1,351
Government - operating		1,720	4,500	5,400	5,500	5,500	5,500	6,000	6,300	6,600
Government - capital		-						3,381	32,559	
Interest		285	297	147	350	350	150	301	350	350
Dividends										
Payments	2									
Suppliers and employees		(3,820)	(5,560)	(3,711)	(9,566)		(5,963)	(14,847)	(44,570)	(8,612)
Finance charges										
Dividends paid										
Transfers and Grants										
NET CASH FROM/(USED) OPERATING ACTIVITIES		(1,815)	(727)	1,857	60	5,850	(313)	60	-	(311)
CASH FLOWS FROM INVESTING ACTIVITIES										
Receipts										
Proceeds on disposal of PPE										
Decrease (increase) in non-current debtors										
Decrease (increase) other non-current receivables										
Decrease (increase) in non-current investments										
Payments										
Capital assets		(15)	(9)	-	(60)		(60)	(60)	-	-
NET CASH FROM/(USED) INVESTING ACTIVITIES		(15)	(9)	-	(60)	-	(60)	(60)	-	-
CASH FLOWS FROM FINANCING ACTIVITIES										
Receipts										
Short term loans										
Borrowing long term/refinancing										
Increase (decrease) in consumer deposits										
Payments										
Repayment of borrowing										
NET CASH FROM/(USED) FINANCING ACTIVITIES		-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD	1	(1,830)	(736)	1,857	-	5,850	(373)	-	-	(311)
Cash/cash equivalents at the year begin:	2	5,631	3,801	3,065	4,895	4,923	4,923	4,549	4,549	4,549
Cash/cash equivalents at the year end:	2	3,801	3,065	4,923	4,895	10,773	4,549	4,549	4,549	4,238

Cacadu Development Agency - Supporting Table SD1 Measurable performance targets

Performance target description	Unit of measurement	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<i>Refer SDBIP of parent municipality</i>		<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>	<i>of parent</i>

Cacadu Development Agency - Supporting Table SD2 Financial and non-financial indicators

Gacadu Development Agency - Supporting Table SD2 Financial and non-financial indicators											
Description of indicator	Basis of calculation	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
			Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Borrowing Management											
Credit Rating											
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure		0%	0%	0%	0%	0%	0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Safety of Capital											
Gearing	Long Term Borrowing / Funds & Reserves		0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity											
Current Ratio	Current assets / current liabilities		2.27	3.35	3.11	5.28	5.28	5.28	5.12	6.08	6.71
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days		2.27	3.35	3.11	5.28	5.28	5.28	5.12	6.08	6.71
Liquidity Ratio	Monetary Assets / Current Liabilities		2.27	2.79	3.07	5.28	5.28	5.28	5.12	6.08	6.71
Revenue Management											
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing			0%	0%	0%	0%	0%	0%	0%	0%
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue		0%	15%	1%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old										
Creditors Management											
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))										
Creditors to Cash and Investments			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Funding of Provisions											
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions										
Other Indicators											
Electricity Distribution Losses (2)	Total Volume Losses (kW)	1									
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Water Distribution Losses (2)	Total Volume Losses (kt)										
	Total Cost of Losses (Rand '000)										
	% Volume (units purchased and generated less units sold)/units purchased and generated										
Employee costs	Employee costs/Total Revenue - capital revenue		195.1%	51.3%	0.0%	59%	59%	74%	40%	14%	79%
Remuneration	Total remuneration/(Total Revenue - capital revenue)		60.9%	52.7%	36.3%	60.4%	60.4%	75.6%	41.0%	14.6%	80.6%
Repairs & Maintenance	R&M/Total Revenue - capital revenue		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)		0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Financial viability Indicators											
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)										
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services		0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure		194%	0.6	-	1.1	1.1	1.8	0.7	0.2	1.3

Cacadu Development Agency - Supporting Table SD3 Budgeted Investment Portfolio

Investments by Maturity	Ref	Period of Investment		Type of Investment	Capital Guarantee (Yes/No)	Variable or Fixed Interest rate	Interest Rate	Commission Paid (Rands)	Commission Recipient	Expiry date of Investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal	Investment Top Up	Closing Balance
		Yr	Months												
Name of Institution & Investment ID				The agency does not have investment portfolio											
	1														

Cacadu Development Agency - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
		A	B	C	D	E	F	G	H	I
R thousands										
Remuneration										
Board Members of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance										
Cellphone Allowance										
Housing Allowances										
Other benefits and allowances										
Board Fees		108	94	140	108	108	108	100	100	100
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Board Members of Entities	1	108	94	140	108	108	108	100	100	100
% increase			(0)	0	(0)	(0)	(0)	(0)	-	0.0%
Senior Managers of Entities										
Basic Salaries and Wages		888	3,401	3,075	5,708	5,706	4,162	6,017	6,417	6,838
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus		106								
Motor Vehicle Allowance		120								
Cellphone Allowance										
Housing Allowances										
Other benefits and allowances										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Senior Managers of Entities	1	1,114	3,401	3,075	5,706	5,706	4,162	6,017	6,417	6,838
% increase			0	(0)	0	0	0	0	0	6.6%
Other Staff of Entities										
Basic Salaries and Wages										
Pension and UIF Contributions										
Medical Aid Contributions										
Overtime										
Performance Bonus										
Motor Vehicle Allowance										
Cellphone Allowance										
Housing Allowances										
Other benefits and allowances										
Payments in lieu of leave										
Long service awards										
Post-retirement benefit obligations										
Sub Total - Other Staff of Entities	1	-	-	-	-	-	-	-	-	-
% increase										
Total Municipal Entities remuneration		1,222	3,495	3,215	5,814	5,814	4,270	6,117	6,517	6,938

Cacadu Development Agency - Supporting Table SD5 Summary of personnel numbers

Summary of Personnel Numbers		2017/18			Current Year 2018/19			Budget Year 2019/20		
Number	Ref	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities										
Councillors (Political Office Bearers plus Other Councillors)										
Board Members of municipal entities	3	3	3	3	3	3	3	3	3	3
Municipal entity employees	4									
CEO and Senior Managers	2	1	1	1	1	1	1	1	1	1
Other Managers	6	-	-	-	-	-	-	-	-	-
Professionals		-	-	-	-	-	-	-	-	-
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Technicians		-	-	-	-	-	-	-	-	-
Finance										
Spatial/town planning										
Information Technology										
Roads										
Electricity										
Water										
Sanitation										
Refuse										
Other										
Clerks (Clerical and administrative)										
Service and sales workers										
Skilled agricultural and fishery workers										
Craft and related trades										
Plant and Machine Operators										
Elementary Occupations										
Total Personnel Numbers		4	4	4	4	4	4	4	4	4
% increase			-	-	-	-	-	-	-	-
Total entity employees headcount	5									
Finance personnel headcount	7									
Human Resources personnel headcount	7									

Cacadu Development Agency - Supporting Table SD6 Budgeted monthly cash and revenue/expenditure

Description	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousands															
Operating Revenue By Source															
Property rates													-	-	-
Service charges - electricity revenue													-	-	-
Service charges - water revenue													-	-	-
Service charges - sanitation revenue													-	-	-
Service charges - refuse revenue													-	-	-
Rental of facilities and equipment	22	22	22	22	22	22	22	22	22	22	22	22	267	288	311
Interest earned - external investments	25	25	25	25	25	25	25	25	25	25	25	25	301	350	350
Interest earned - outstanding debtors													-	-	-
Dividends received													-	-	-
Fines, penalties and forfeits													-	-	-
Licences and permits													-	-	-
Agency services	20	20	20	20	20	20	20	20	20	20	20	20	238	176	-
Transfers and subsidies		9,381											9,381	38,859	6,600
Other revenue	393	393	393	393	393	393	393	393	393	393	393	393	4,720	4,897	1,351
Gains on disposal of PPE													-	-	-
Total Revenue (excluding capital transfers and contributions)	460	9,841	460	460	460	460	460	460	460	460	460	461	14,907	44,570	8,612
Operating Expenditure By Type															
Employee related costs	501	501	501	501	501	501	501	501	501	501	501	501	6,017	6,417	6,838
Remuneration of Board Members	8	8	8	8	8	8	8	8	8	8	8	8	100	100	100
Debt impairment	3	3	3	3	3	3	3	3	3	3	3	3	-	-	-
Depreciation & asset impairment													40	40	40
Finance charges													-	-	-
Bulk purchases													-	-	-
Other materials													-	-	-
Contracted services													-	-	-
Transfers and subsidies		724	724	724	724	724	724	724	724	724	724	1,448	8,690	38,013	1,634
Other expenditure	-												-	-	-
Loss on disposal of PPE													-	-	-
Total Expenditure	513	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,961	14,847	44,570	8,612

[illegible]

Cemeteries/Crematoria
 Police
 Parks
 Public Open Space
 Nature Reserves
 Public Abolition Facilities
 Markets
 Stalls
 Abattoirs
 Airports
 Taxi Ranks
 Bus Terminals
 Capital Spares
 Sport and Recreation Facilities
 Indoor Facilities
 Outdoor Facilities
 Capital Spares
 Heritage assets
 Monuments
 Historic Buildings
 Works of Art
 Conservation Areas
 Other Heritage
 Investment properties
 Revenue Generating
 Improved Property
 Unimproved Property
 Non-revenue Generating
 Improved Property
 Unimproved Property
 Other assets
 Operational Buildings
 Municipal Offices
 Pay/Enquiry Points
 Building Plan Offices
 Workshops
 Yards
 Stores
 Laboratories

Training Centres																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
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CASH FLOW FROM OPERATING ACTIVITIES												
Receipts												
Property rates												-
Service charges												-
Other revenue	435	435	435	435	435	435	435	435	435	435	5,225	5,361
Government - operating											6,000	6,000
Government - capital		1,127									3,381	32,559
Interest	25	25									301	350
Dividends											-	-
Payments	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	1,237	(14,847)	(44,570)
Suppliers and employees											-	-
Finance charges											-	-
Dividends paid											-	-
Transfers and Grants											-	-
NET CASH FROM/(USED) OPERATING ACTIVITIES	1,698	7,698	2,825	1,698	1,698	1,698	2,825	1,698	1,698	1,698	60	(311)
CASH FLOWS FROM INVESTING ACTIVITIES												
Receipts												
Proceeds on disposal of PPE											-	-
Decrease (Increase) in non-current debtors											-	-
Decrease (Increase) other non-current receivables											-	-
Decrease (Increase) in non-current investments											-	-
Payments											(60)	-
Capital assets											(60)	-
NET CASH FROM/(USED) INVESTING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	(30)	-
CASH FLOWS FROM FINANCING ACTIVITIES												
Receipts												
Short term loans											-	-
Borrowing long term/refinancing											-	-
Increase (decrease) in consumer deposits											-	-
Payments											-	-
Repayment of borrowing											-	-
NET CASH FROM/(USED) FINANCING ACTIVITIES	-	-	-	-	-	-	-	-	-	-	-	-
NET INCREASE/ (DECREASE) IN CASH HELD												
Cash/cash equivalents at the year begin:	1,698	7,698	2,825	1,698	1,698	1,698	2,825	1,698	1,698	1,698	-	(311)
Cash/cash equivalents at the year end:		1,698	9,396	12,220	13,918	15,566	17,284	20,108	21,806	23,504	4,549	4,549
	1,698	9,396	12,220	13,918	15,566	17,284	20,108	21,806	23,504	25,202	4,549	4,238

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Capital expenditure on new assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										

Capital Spares										
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-	-
Data Centres										
Core Layers										
Distribution Layers										
Capital Spares										
Community Assets	-	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-	-
Halls										
Centres										
Crèches										
Clinics/Care Centres										
Fire/Ambulance Stations										
Testing Stations										
Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Ablution Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Non-revenue Generating	-	-	-	-	-	-	-	-	-	-
Improved Property										
Unimproved Property										
Other assets	-	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-	-
Municipal Offices										
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Depots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	-
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets										

Servitudes										
Licences and Rights	-	-	-	-	-	-	-	-	-	-
Water Rights										
Effluent Licenses										
Solid Waste Licenses										
Computer Software and Applications										
Load Settlement Software Applications										
Unspecified										
Computer Equipment	15	9	-	-	60	60	60	-	-	-
Computer Equipment	15	9			60	60	60	-		
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment										
Machinery and Equipment	-	-	-	-	-	-	-	-	-	-
Machinery and Equipment										
Transport Assets	-	-	-	-	-	-	-	-	-	-
Transport Assets										
Land	-	-	-	-	-	-	-	-	-	-
Land										
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals										
Total Capital Expenditure on new assets	1	15	9	-	-	60	60	60	-	-

Cacadu Development Agency - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Capital expenditure on renewal of existing assets by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										

Capital Spares	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Data Centres									
Core Layers									
Distribution Layers									
Capital Spares									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Municipal Offices									
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									

<u>Intangible Assets</u>		-	-	-	-	-	-	-	-
<i>Servitudes</i>									
<i>Licences and Rights</i>		-	-	-	-	-	-	-	-
<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>									
<i>Load Settlement Software Applications</i>									
<i>Unspecified</i>									
<u>Computer Equipment</u>		-	-	-	-	-	-	-	-
<i>Computer Equipment</i>									
<u>Furniture and Office Equipment</u>		-	-	-	-	-	-	-	-
<i>Furniture and Office Equipment</i>									
<u>Machinery and Equipment</u>		-	-	-	-	-	-	-	-
<i>Machinery and Equipment</i>									
<u>Transport Assets</u>		-	-	-	-	-	-	-	-
<i>Transport Assets</i>									
<u>Land</u>		-	-	-	-	-	-	-	-
<i>Land</i>									
<u>Zoo's, Marine and Non-biological Animals</u>		-	-	-	-	-	-	-	-
<i>Zoo's, Marine and Non-biological Animals</i>									
Total capital expenditure on renewal of existing assets	1	-	-	-	-	-	-	-	-

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Reticulation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-

Data Centres									
Core Layers									
Distribution Layers									
Capital Spares									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Municipal Offices									
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	-	-	-	-	-	-
Servitudes									
Licences and Rights	-	-	-	-	-	-	-	-	-

<i>Water Rights</i>									
<i>Effluent Licenses</i>									
<i>Solid Waste Licenses</i>									
<i>Computer Software and Applications</i>									
<i>Load Settlement Software Applications</i>									
<i>Unspecified</i>									
Computer Equipment	18	63	83	30	30	50	50	50	50
Computer Equipment	18	63	83	30	30	50	50	50	50
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Total expenditure on repairs and maintenance of assets	18	63	83	30	30	50	50	50	50

Cacadu Development Agency - Supporting Table SD7d Depreciation by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			Medium Term Revenue and Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Depreciation by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads										
Road Structures										
Road Furniture										
Capital Spares										
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection										
Storm water Conveyance										
Attenuation										
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants										
HV Substations										
HV Switching Station										
HV Transmission Conductors										
MV Substations										
MV Switching Stations										
MV Networks										
LV Networks										
Capital Spares										
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs										
Boreholes										
Reservoirs										
Pump Stations										
Water Treatment Works										
Bulk Mains										
Distribution										
Distribution Points										
PRV Stations										
Capital Spares										
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station										
Reticulation										
Waste Water Treatment Works										
Outfall Sewers										
Toilet Facilities										
Capital Spares										
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites										
Waste Transfer Stations										
Waste Processing Facilities										
Waste Drop-off Points										
Waste Separation Facilities										
Electricity Generation Facilities										
Capital Spares										
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines										
Rail Structures										
Rail Furniture										
Drainage Collection										
Storm water Conveyance										
Attenuation										
MV Substations										
LV Networks										
Capital Spares										
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps										
Piers										
Revetments										
Promenades										

Capital Spares	-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure	-	-	-	-	-	-	-	-	-
Data Centres									
Core Layers									
Distribution Layers									
Capital Spares									
Community Assets	-	-	-	-	-	-	-	-	-
Community Facilities	-	-	-	-	-	-	-	-	-
Halls									
Centres									
Crèches									
Clinics/Care Centres									
Fire/Ambulance Stations									
Testing Stations									
Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Ablution Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	-	-	-	-	-	-	-	-	-
Operational Buildings	-	-	-	-	-	-	-	-	-
Municipal Offices									
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									

<u>Intangible Assets</u>	-	-	-	-	-	-	-	-	-
Servitudes	-	-	-	-	-	-	-	-	-
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights	-	-	-	-	-	-	-	-	-
Effluent Licenses	-	-	-	-	-	-	-	-	-
Solid Waste Licenses	-	-	-	-	-	-	-	-	-
Computer Software and Applications	-	-	-	-	-	-	-	-	-
Load Settlement Software Applications	-	-	-	-	-	-	-	-	-
Unspecified	-	-	-	-	-	-	-	-	-
<u>Computer Equipment</u>	-	18	16	17	17	17	27	27	27
Computer Equipment	-	18	16	17	17	17	27	27	27
<u>Furniture and Office Equipment</u>	-	7	8	8	8	8	13	13	13
Furniture and Office Equipment	-	7	8	8	8	8	13	13	13
<u>Machinery and Equipment</u>	-	-	-	-	-	-	-	-	-
Machinery and Equipment	-	-	-	-	-	-	-	-	-
<u>Transport Assets</u>	-	-	-	-	-	-	-	-	-
Transport Assets	-	-	-	-	-	-	-	-	-
<u>Land</u>	-	-	-	-	-	-	-	-	-
Land	-	-	-	-	-	-	-	-	-
<u>Zoo's, Marine and Non-biological Animals</u>	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
<u>Total Depreciation by Asset Class/Sub-class</u>	-	25	24	25	25	25	40	40	40

Cacadu Development Agency - Supporting Table SD8 Future financial implications of the capital expenditure budget

Canada Development Agency - Supporting Table SDB Future financial implications of the capital expenditure budget									
Description	Ref	Preceding Years	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework			Forecast 2022/23	Forecast 2023/24	
		1,3	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Present value
R thousands									
Entities:									
<u>Revenue Obligation By Contract</u>	2								
Contract 1									
Contract 2									
Contract 3 etc									
Total Operating Revenue Implication			-	-	-	-	-	-	-
<u>Expenditure Obligation By Contract</u>	2								
Contract 1									
Contract 2									
Contract 3 etc									
Total Operating Expenditure Implication			-	-	-	-	-	-	-
<u>Capital Expenditure Obligation By Contract</u>	2								
Contract 1									
Contract 2									
Contract 3 etc									
Total Capital Expenditure Implication			-	-	-	-	-	-	-
Total Entity Expenditure Implication			-	-	-	-	-	-	-

Capeau Development Agency - Supporting Table SD9 Detailed capital budget																	
In Demand	Funding	Project Description	Project Number	Type	MTEF Service Outcome	WRF	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2019/20 Medium Term Revenue & Expenditure Framework				
													Actual Outcome 2017/18	Current Year 2018/19 Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22

Cacadu Development Agency - Supporting Table SD11 External mechanisms

External mechanism Name of organisation	Ref	Period of agreement 1	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
		Years/months			
R thousands ABSA BANK Ernest & Young			Banking Services Internal Audit Services	30 June 2020 30 June 2020	
					-

CHAPTER 21



Performance Contracts of Senior Managers

CHAPTER 21

PERFORMANCE CONTRACTS OF SENIOR MANAGERS

The measurable performance indicators and the respective contracts of the Sarah Baartman District Municipality's senior managers are detailed in the following:

Annexure "H": Municipal Manager

Annexure "I": Director: Finance and Corporate Services

Annexure "J": Director: Planning and Economic Development

Annexure "K": Director: Infrastructure Development and Community Services

CHAPTER 22



Other Supporting Documentation

DC10 Sarah Baartman - Supporting Table SA11 Property rates summary

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Valuation:	1									
Date of valuation:										
Financial year valuation used										
Municipal by-laws s6 in place? (Y/N)	2									
Municipal/Assistant valuer appointed? (Y/N)										
Municipal partnership s38 used? (Y/N)										
No. of assistant valuers (FTE)	3									
No. of data collectors (FTE)	3									
No. of internal valuers (FTE)	3									
No. of external valuers (FTE)	3									
No. of additional valuers (FTE)	4									
Valuation appeal board established? (Y/N)										
Implementation time of new valuation roll (mlns)										
No. of properties	5									
No. of sectional title values	5									
No. of unreasonably difficult properties s7(2)										
No. of supplementary valuations										
No. of valuation roll amendments										
No. of objections by rate payers										
No. of appeals by rate payers										
No. of successful objections	8									
No. of successful objections > 10%	8									
Supplementary valuation										
Public service infrastructure value (Rm)	5									
Municipality owned property value (Rm)										
Valuation reductions:										
Valuation reductions-public infrastructure (Rm)										
Valuation reductions-nature reserves/park (Rm)										
Valuation reductions-mineral rights (Rm)										
Valuation reductions-R15,000 threshold (Rm)										
Valuation reductions-public worship (Rm)										
Valuation reductions-other (Rm)										
Total valuation reductions:		-	-	-	-	-	-	-	-	-
Total value used for rating (Rm)	5									
Total land value (Rm)	5									
Total value of improvements (Rm)	5									
Total market value (Rm)	5									
Rating:										
Residential rate used to determine rate for other categories? (Y/N)										
Differential rates used? (Y/N)	5									
Limit on annual rate increase (s20)? (Y/N)										
Special rating area used? (Y/N)										
Phasing-in properties s21 (number)										
Rates policy accompanying budget? (Y/N)										
Fixed amount minimum value (R'000)										
Non-residential prescribed ratio s19? (%)										
Rate revenue:										
Rate revenue budget (R'000)	6									
Rate revenue expected to collect (R'000)	6									
Expected cash collection rate (%)										
Special rating areas (R'000)	7									
Rebates, exemptions - indigent (R'000)										
Rebates, exemptions - pensioners (R'000)										
Rebates, exemptions - bona fide farm. (R'000)										
Rebates, exemptions - other (R'000)										
Phase-in reductions/discounts (R'000)										
Total rebates, exemptions, reductions, discounts (R'000)		-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA12b Property rates by category (budget year)

Description	Ref	Resi.	Indust.	Bus. & Comm.	Farm props.	State-owned	Muni props.	Public service infra.	Private owned towns	Formal & Informal Settle.	Comm. Land	State trust land	Section 8(2)(n) (note 1)	Protect. Areas	National Monum/ls	Public benefit organs.	Mining Props.
Budget Year 2019/20																	
Valuation:																	
No. of properties																	
No. of sectional title property values																	
No. of unreasonably difficult properties s7(2)																	
No. of supplementary valuations																	
Supplementary valuation (Rm)																	
No. of valuation roll amendments																	
No. of objections by rate-payers																	
No. of appeals by rate-payers																	
No. of appeals by rate-payers finalised																	
No. of successful objections	5																
No. of successful objections > 10%	5																
Estimated no. of properties not valued																	
Years since last valuation (select)																	
Frequency of valuation (select)																	
Method of valuation used (select)																	
Base of valuation (select)																	
Phasing-in properties s21 (number)																	
Combination of rating types used? (Y/N)																	
Flat rate used? (Y/N)																	
Is balance rated by uniform rate/variable rate?																	
Valuation reductions:																	
Valuation reductions-public infrastructure (Rm)																	
Valuation reductions-nature reserves/park (Rm)																	
Valuation reductions-mineral rights (Rm)																	
Valuation reductions-R15,000 threshold (Rm)																	
Valuation reductions-public worship (Rm)																	
Valuation reductions-other (Rm)																	
Total valuation reductions:	2																
Total value used for rating (Rm)	6																
Total land value (Rm)	6																
Total value of improvements (Rm)	6																
Total market value (Rm)	6																
Rating:																	
Average rate	3																
Rate revenue budget (R '000)																	
Rate revenue expected to collect (R'000)																	
Expected cash collection rate (%)	4																
Special rating areas (R'000)																	
Rebates, exemptions - indigent (R'000)																	
Rebates, exemptions - pensioners (R'000)																	
Rebates, exemptions - bona fide farm. (R'000)																	
Rebates, exemptions - other (R'000)																	
Phase-in reductions/discounts (R'000)																	
Total rebates, exemptions, reductions, discounts (R'000)																	

DC10 Sarah Baartman - Supporting Table SA13a Service Tariffs by category

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Property rates (rate in the Rand)	1								
Residential properties									
Residential properties - vacant land									
Formal/informal settlements									
Small holdings									
Farm properties - used									
Farm properties - not used									
Industrial properties									
Business and commercial properties									
Communal land - residential									
Communal land - small holdings									
Communal land - farm property									
Communal land - business and commercial									
Communal land - other									
State-owned properties									
Municipal properties									
Public service infrastructure									
Privately owned towns serviced by the owner									
State trust land									
Restitution and redistribution properties									
Protected areas									
National monuments properties									
Exemptions, reductions and rebates (Rands)									
Residential properties									
R15 000 threshold rebate			15,000	15,000	15,000	15,000	15,000	15,000	15,000
General residential rebate									
Indigent rebate or exemption									
Pensioners/social grants rebate or exemption									
Temporary relief rebate or exemption									
Bona fide farmers rebate or exemption									
Other rebates or exemptions	2								
Water tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
Water usage - flat rate tariff (c/k)									
Water usage - life line tariff		(describe structure)							
Water usage - Block 1 (c/k)		(fill in thresholds)							
Water usage - Block 2 (c/k)		(fill in thresholds)							
Water usage - Block 3 (c/k)		(fill in thresholds)							
Water usage - Block 4 (c/k)		(fill in thresholds)							
Other	2								
Waste water tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
Waste water - flat rate tariff (c/k)									
Volumetric charge - Block 1 (c/k)		(fill in structure)							
Volumetric charge - Block 2 (c/k)		(fill in structure)							
Volumetric charge - Block 3 (c/k)		(fill in structure)							
Volumetric charge - Block 4 (c/k)		(fill in structure)							
Other	2								
Electricity tariffs									
Domestic									
Basic charge/fix fee (Rands/month)									
Service point - vacant land (Rands/month)									
FBE		(how is this targeted?)							
Life-line tariff - meter		(describe structure)							
Life-line tariff - prepaid		(describe structure)							
Flat rate tariff - meter (c/kwh)									
Flat rate tariff - prepaid (c/kwh)									
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 4 (c/kwh)		(fill in thresholds)							
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)							
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)							
Other	2								
Waste management tariffs									
Domestic									
Street cleaning charge									
Basic charge/fix fee									
80l bin - once a week									
250l bin - once a week									

DC10 Sarah Baartman - Supporting Table SA13b Service Tariffs by category - explanatory

Description	Ref	Provide description of tariff structure where appropriate	2015/16	2016/17	2017/18	Current Year 2018/19	2019/20 Medium Term Revenue & Expenditure Framework		
							Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<u>Exemptions, reductions and rebates (Rands)</u> (insert lines as applicable)									
<u>Water tariffs</u> (insert blocks as applicable)		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							
<u>Waste water tariffs</u> (insert blocks as applicable)		(fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure) (fill in structure)							
<u>Electricity tariffs</u> (insert blocks as applicable)		(fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds) (fill in thresholds)							

DC10 Sarah Baartman - Supporting Table SA14 Household bills

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework			
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20 % incr.	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Rand/cent											
Monthly Account for Household - 'Middle Income Range'	1										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services		-	-	-	-	-	-	-	-	-	-
Total large household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
Monthly Account for Household - 'Affordable Range'	2										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services		-	-	-	-	-	-	-	-	-	-
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-
Monthly Account for Household - 'Indigent' Household receiving free basic services	3										
Rates and services charges:											
Property rates											
Electricity: Basic levy											
Electricity: Consumption											
Water: Basic levy											
Water: Consumption											
Sanitation											
Refuse removal											
Other											
sub-total		-	-	-	-	-	-	-	-	-	-
VAT on Services		-	-	-	-	-	-	-	-	-	-
Total small household bill:		-	-	-	-	-	-	-	-	-	-
% increase/-decrease		-	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
Parent municipality										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank		233,000	218,000	150,000	207,650	177,650	177,650	150,000	170,000	190,000
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Municipal Bonds										
Municipality sub-total	1	233,000	218,000	150,000	207,650	177,650	177,650	150,000	170,000	190,000
Entities										
Securities - National Government										
Listed Corporate Bonds										
Deposits - Bank										
Deposits - Public Investment Commissioners										
Deposits - Corporation for Public Deposits										
Bankers Acceptance Certificates										
Negotiable Certificates of Deposit - Banks										
Guaranteed Endowment Policies (sinking)										
Repurchase Agreements - Banks										
Entities sub-total		-	-	-	-	-	-	-	-	-
Consolidated total:		233,000	218,000	150,000	207,650	177,650	177,650	150,000	170,000	190,000

DC10 Sarah Baartman - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment		Type of Investment	Capital Guarantee (Yes/No)	Variable or Fixed Interest rate	Interest Rate *	Commission Paid (Rands)	Commission Recipient	Expiry date of Investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
		Yrs	Months												
Parent municipality	1														
Absa (2077814351)		12	months	Fixed Deposit	Yes	Fixed	0.0815	0	n/a	04 October 2019	-	-	-	8,000	8,000
Neubank (78815014800000163)		12	months	Fixed Deposit	Yes	Fixed	0.0863	0	n/a	04 October 2019	-	-	-	15,000	15,000
FNB (74575507924)		12	months	Fixed Deposit	Yes	Fixed	0.0821	0	n/a	04 October 2019	-	-	-	12,000	12,000
Investec		12	months	Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	15,000	15,000
Standard Bank		12	months	Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	25,000	25,000
Absa		12	months	Fixed Deposit	Yes	Fixed	0.08	0	n/a	30 March 2020	-	-	-	25,000	25,000
Municipality sub-total											-	-	-	100,000	100,000
Entities															
Entities sub-total	1										-	-	-	-	-
TOTAL INVESTMENTS AND INTEREST											-	-	-	100,000	100,000

DC10 Sarah Baartman - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand										
Parent municipality										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Annuity and Bullet Loans										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	-	-	-	-	-	-	-	-	-
Unspent Borrowing - Categorised by type										
Parent municipality										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Municipality sub-total	1	-	-	-	-	-	-	-	-	-
Entities										
Long-Term Loans (annuity/reducing balance)										
Long-Term Loans (non-annuity)										
Local registered stock										
Instalment Credit										
Financial Leases										
PPP liabilities										
Finance Granted By Cap Equipment Supplier										
Marketable Bonds										
Non-Marketable Bonds										
Bankers Acceptances										
Financial derivatives										
Other Securities										
Entities sub-total	1	-	-	-	-	-	-	-	-	-
Total Unspent Borrowing	1	-	-	-	-	-	-	-	-	-

DC10 Sarah Baartman - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2.
Name of organisation		Number			R thousand
Ernst & Young	Yrs	3	Internal Audit	30 June 2020	-
OS Holdings (PTY) Ltd	Yrs	3	Mscos System	30 June 2020	5,316
ABSA Bank	Yrs	5	Banking Services	30 June 2020	-
Lateral Unison	Yrs	3	Insurance Brokerage services	30 June 2019	-
DDP Valuers	Yrs	3	Property Valuation	30 June 2019	320
HRG Rennie's Travel	Yrs	3	Travel Agency Services	09 December 2019	-
Ultimate Recruitment Solutions	Yrs	3	Advertising Services	31 December 2020	-
The Specialist	Yrs	1	Cleaning	31 May 2020	-
A2A Kopano	Yrs	3	Improving Audit outcomes	30 March 2021	485
Boom town	Yrs	3	Tourism marketing Strategy	30 June 2020	-
					2,632

DC10 Sarah Baartman - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	t									
Repairs and maintenance expenditure by Asset Class/Sub-class										
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Retreatment		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Cable Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Cribs		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-

Museums									
Galleries									
Theatres									
Libraries									
Cemeteries/Crematoria									
Police									
Parks									
Public Open Space									
Nature Reserves									
Public Abolition Facilities									
Markets									
Stalls									
Abattoirs									
Airports									
Taxi Ranks/Bus Terminals									
Capital Spares									
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-
Indoor Facilities									
Outdoor Facilities									
Capital Spares									
Heritage assets	-	-	-	-	-	-	-	-	-
Monuments									
Historic Buildings									
Works of Art									
Conservation Areas									
Other Heritage									
Investment properties	-	-	-	-	-	-	-	-	-
Revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Non-revenue Generating	-	-	-	-	-	-	-	-	-
Improved Property									
Unimproved Property									
Other assets	118	296	910	500	500	500	500	500	500
Operational Buildings	118	296	910	500	500	500	500	500	500
Municipal Offices	118	296	910	500	500	500	500	500	500
Pay/Enquiry Points									
Building Plan Offices									
Workshops									
Yards									
Stores									
Laboratories									
Training Centres									
Manufacturing Plant									
Depots									
Capital Spares									
Housing	-	-	-	-	-	-	-	-	-
Staff Housing									
Social Housing									
Capital Spares									
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-
Biological or Cultivated Assets									
Intangible Assets	-	-	-	-	-	-	-	-	-
Services									
Licences and Rights	-	-	-	-	-	-	-	-	-
Water Rights									
Effluent Licences									
Solid Waste Licences									
Computer Software and Applications									
Local Settlement Software Applications									
Unspecified									
Computer Equipment	-	-	-	-	-	-	-	-	-
Computer Equipment									
Furniture and Office Equipment	-	-	-	-	-	-	-	-	-
Furniture and Office Equipment									
Machinery and Equipment	-	-	-	-	-	-	-	-	-
Machinery and Equipment									
Transport Assets	-	-	-	-	-	-	-	-	-
Transport Assets									
Land	-	-	-	-	-	-	-	-	-
Land									
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-
Zoo's, Marine and Non-biological Animals									
Total Repairs and Maintenance Expenditure	1	118	296	910	500	500	500	500	500
RAM as a % of PPE		0.7%	1.6%	5.3%	3.2%	2.1%	2.1%	2.1%	2.1%
RAM as % Operating Expenditure		0.1%	0.2%	0.9%	0.4%	0.3%	0.3%	0.3%	0.3%

DC10 Sarah Baartman - Supporting Table SA34d Consolidated Depreciation by asset class

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2018/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1									
Depreciation by Asset Class/Sub-class		-	-	-	-	-	-	-	-	-
Infrastructure		-	-	-	-	-	-	-	-	-
Roads Infrastructure		-	-	-	-	-	-	-	-	-
Roads		-	-	-	-	-	-	-	-	-
Road Structures		-	-	-	-	-	-	-	-	-
Road Furniture		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Storm water Infrastructure		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
Electrical Infrastructure		-	-	-	-	-	-	-	-	-
Power Plants		-	-	-	-	-	-	-	-	-
HV Substations		-	-	-	-	-	-	-	-	-
HV Switching Station		-	-	-	-	-	-	-	-	-
HV Transmission Conductors		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
MV Switching Stations		-	-	-	-	-	-	-	-	-
MV Networks		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Water Supply Infrastructure		-	-	-	-	-	-	-	-	-
Dams and Weirs		-	-	-	-	-	-	-	-	-
Boreholes		-	-	-	-	-	-	-	-	-
Reservoirs		-	-	-	-	-	-	-	-	-
Pump Stations		-	-	-	-	-	-	-	-	-
Water Treatment Works		-	-	-	-	-	-	-	-	-
Bulk Mains		-	-	-	-	-	-	-	-	-
Distribution		-	-	-	-	-	-	-	-	-
Distribution Points		-	-	-	-	-	-	-	-	-
PRV Stations		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Sanitation Infrastructure		-	-	-	-	-	-	-	-	-
Pump Station		-	-	-	-	-	-	-	-	-
Refusodation		-	-	-	-	-	-	-	-	-
Waste Water Treatment Works		-	-	-	-	-	-	-	-	-
Outfall Sewers		-	-	-	-	-	-	-	-	-
Toilet Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Solid Waste Infrastructure		-	-	-	-	-	-	-	-	-
Landfill Sites		-	-	-	-	-	-	-	-	-
Waste Transfer Stations		-	-	-	-	-	-	-	-	-
Waste Processing Facilities		-	-	-	-	-	-	-	-	-
Waste Drop-off Points		-	-	-	-	-	-	-	-	-
Waste Separation Facilities		-	-	-	-	-	-	-	-	-
Electricity Generation Facilities		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Rail Infrastructure		-	-	-	-	-	-	-	-	-
Rail Lines		-	-	-	-	-	-	-	-	-
Rail Structures		-	-	-	-	-	-	-	-	-
Rail Furniture		-	-	-	-	-	-	-	-	-
Drainage Collection		-	-	-	-	-	-	-	-	-
Storm water Conveyance		-	-	-	-	-	-	-	-	-
Attenuation		-	-	-	-	-	-	-	-	-
MV Substations		-	-	-	-	-	-	-	-	-
LV Networks		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Coastal Infrastructure		-	-	-	-	-	-	-	-	-
Sand Pumps		-	-	-	-	-	-	-	-	-
Piers		-	-	-	-	-	-	-	-	-
Revetments		-	-	-	-	-	-	-	-	-
Promenades		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Information and Communication Infrastructure		-	-	-	-	-	-	-	-	-
Data Centres		-	-	-	-	-	-	-	-	-
Core Layers		-	-	-	-	-	-	-	-	-
Distribution Layers		-	-	-	-	-	-	-	-	-
Capital Spares		-	-	-	-	-	-	-	-	-
Community Assets		-	-	-	-	-	-	-	-	-
Community Facilities		-	-	-	-	-	-	-	-	-
Halls		-	-	-	-	-	-	-	-	-
Centres		-	-	-	-	-	-	-	-	-
Clubs		-	-	-	-	-	-	-	-	-
Clinics/Care Centres		-	-	-	-	-	-	-	-	-
Fire/Ambulance Stations		-	-	-	-	-	-	-	-	-
Testing Stations		-	-	-	-	-	-	-	-	-

Museums										
Galleries										
Theatres										
Libraries										
Cemeteries/Crematoria										
Police										
Parks										
Public Open Space										
Nature Reserves										
Public Abolition Facilities										
Markets										
Stalls										
Abattoirs										
Airports										
Taxi Ranks/Bus Terminals										
Capital Spares										
Sport and Recreation Facilities	-	-	-	-	-	-	-	-	-	-
Indoor Facilities										
Outdoor Facilities										
Capital Spares										
Heritage assets	-	-	-	-	-	-	-	-	-	-
Monuments										
Historic Buildings										
Works of Art										
Conservation Areas										
Other Heritage										
Investment properties	-	-	-	-	-	-	-	-	-	-
Revenue Generating										
Improved Property										
Unimproved Property										
Non-revenue Generating										
Improved Property										
Unimproved Property										
Other assets	220	25	61	216	216	216	250	300	300	
Operational Buildings	220	25	61	216	216	216	250	300	300	
Municipal Offices	220	25	61	216	216	216	250	300	300	
Pay/Enquiry Points										
Building Plan Offices										
Workshops										
Yards										
Stores										
Laboratories										
Training Centres										
Manufacturing Plant										
Dapots										
Capital Spares										
Housing	-	-	-	-	-	-	-	-	-	
Staff Housing										
Social Housing										
Capital Spares										
Biological or Cultivated Assets	-	-	-	-	-	-	-	-	-	
Biological or Cultivated Assets										
Intangible Assets	-	-	-	-	-	-	-	-	-	
Servitudes										
Licences and Rights										
Water Rights										
Effluent Licences										
Solid Waste Licences										
Computer Software and Applications										
Land Settlement Software Applications										
Unspecified										
Computer Equipment	269	483	390	445	445	445	450	500	500	
Computer Equipment	269	483	390	445	445	445	450	500	500	
Furniture and Office Equipment	316	331	324	311	311	311	320	320	320	
Furniture and Office Equipment	316	331	324	311	311	311	320	320	320	
Machinery and Equipment	92	90	83	95	95	95	-	-	-	
Machinery and Equipment	92	90	83	95	95	95				
Transport Assets	650	653	684	634	634	634	780	780	880	
Transport Assets	650	653	684	634	634	634	780	780	880	
Land	-	-	-	-	-	-	-	-	-	
Land										
Zoo's, Marine and Non-biological Animals	-	-	-	-	-	-	-	-	-	
Zoo's, Marine and Non-biological Animals										
Total Depreciation	1	1,547	1,581	1,543	1,700	1,700	1,700	1,808	1,906	2,000

DC10 Sarah Baartman - Supporting Table SA35 Consolidated future financial implications of the capital budget

Vote Description	Ref	2019/20 Medium Term Revenue & Expenditure Framework			Forecasts			
		Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Present value
R thousand								
Capital expenditure	1							
Vote 1 - Executive and Council		-	-	-				
Vote 2 - Finance and Corporate Services		1,136	990	990				
Vote 3 - Planning and Infrastructure Development		182	-	-				
Vote 4 - Health		30	-	-				
Vote 5 - Community Services		-	-	-				
Vote 6 - Housing		-	-	-				
Vote 7 - Public Safety		30	-	-				
Vote 8 - Sport and Recreation		-	-	-				
Vote 9 - Waste Management		-	-	-				
Vote 10 - Roads		-	-	-				
Vote 11 - Water		-	-	-				
Vote 12 - Electricity		-	-	-				
Vote 13 - Tourism		40	-	-				
Vote 14 - [NAME OF VOTE 14]		-	-	-				
Vote 15 - [NAME OF VOTE 15]		-	-	-				
List entity summary if applicable								
Total Capital Expenditure		1,418	990	990	-	-	-	-
Future operational costs by vote	2							
Vote 1 - Executive and Council								
Vote 2 - Finance and Corporate Services								
Vote 3 - Planning and Infrastructure Development								
Vote 4 - Health								
Vote 5 - Community Services								
Vote 6 - Housing								
Vote 7 - Public Safety								
Vote 8 - Sport and Recreation								
Vote 9 - Waste Management								
Vote 10 - Roads								
Vote 11 - Water								
Vote 12 - Electricity								
Vote 13 - Tourism								
Vote 14 - [NAME OF VOTE 14]								
Vote 15 - [NAME OF VOTE 15]								
List entity summary if applicable								
Total future operational costs		-	-	-	-	-	-	-
Future revenue by source	3							
Property rates								
Service charges - electricity revenue								
Service charges - water revenue								
Service charges - sanitation revenue								
Service charges - refuse revenue								
Rental of facilities and equipment								
List other revenues sources if applicable								
List entity summary if applicable								
Total future revenue		-	-	-	-	-	-	-
Net Financial Implications		1,418	990	990	-	-	-	-

DC10 Smiths Beach - Supporting Table S103 Consolidated detailed capital budget

Function	Project Description	Project Number	Type	MTSC Service Outcome	EDDF	Own Strategic Objective	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	2016/17 Medium Term Forecast & Expenditure Framework			
												Audited Outcome 2017/18	Current Year 2018/19 Forecast	Budget Year 2019/20	Budget Year +1 2020/21
<p>Parent municipality</p> <p>List all capital projects grouped by function</p> <p>The Council Municipality does not have any capital projects, which would result in the capitalisation of infrastructure assets. All assets budgeted for are to operational use and is categorised as PPE</p>															
<p>Parent Capital expenditure</p> <p>Entities:</p> <p>List all capital projects grouped by Entity</p> <p>Entity A</p> <p>Water project A</p> <p>Entity B</p> <p>Emergency project B</p>															
<p>Entity Capital expenditure</p> <p>Fold Capital expenditure</p>															

DC10 Sarah Baartman - Supporting Table SA337 Consolidated projects delayed from previous financial years

DC10 Sraff Bastman - Supporting Table SA37 Consolidated projects delayed from previous financial years																		
In thousands	Function	Project name	Project number	Type	MTSF Service Outcome	RDP	Own Strategic Objectives	Asset Class	Asset Sub-Class	Ward Location	GPS Longitude	GPS Latitude	Previous target year to complete	Current Year 2018/19		2019/20 Medium Term Revenue & Expenditure Framework		
														Original Budget	Full Year Forecast	Budget Year 2018/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Parent municipality: List of capital projects grouped by function The District Municipality does not have any capital projects, which would result in the capitalization of infrastructure assets. All assets budgeted for use for operational use and is categorised as PPE																		
Entities: List of capital projects grouped by Entity Entity Name Project name																		

DC10 Sarah Baartman - Supporting Table SA9 Social, economic and demographic statistics and assumptions

Description of economic indicator	Ref.	Basis of calculation	2001 Census	2007 Survey	2011 Census	2015/16			2017/18			2019/20 Medium Term Revenue & Expenditure Framework		
						Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome	Outcome	Outcome
Demographics														
Population		Not applicable to District Municipality												
Females aged 5 - 14														
Males aged 5 - 14														
Females aged 15 - 34														
Males aged 15 - 34														
Unemployment														
Monthly household income (no. of households)	1, 12													
No income														
R1 - R1 600														
R1 601 - R3 200														
R3 201 - R6 400														
R6 401 - R12 800														
R12 801 - R25 600														
R25 601 - R51 200														
R51 201 - R102 400														
R102 401 - R204 800														
R204 801 - R409 600														
R409 601 - R819 200														
> R819 200														
Poverty profiles (no. of households)	13													
< R2 060 per household per month	2													
Insert description														
Household demographics (000)														
Number of people in municipal area														
Number of poor people in municipal area														
Number of households in municipal area														
Number of poor households in municipal area														
Definition of poor household (R per month)														
Housing statistics	3													
Formal														
Informal														
Total number of households	4													
Dwellings provided by municipality														
Dwellings provided by provinces														
Dwellings provided by private sector	5													
Total new housing dwellings														
Economic	6													
Initiation/initiation outlook (CPI)														
Interest rate - borrowing														
Interest rate - investment														
Remuneration increases														
Consumption growth (elasticity)														
Consumption growth (water)														
Collection rates	7													
Property tax/service charges														
Rental of facilities & equipment														
Interest - external investments														
Interest - debtors														
Revenue from agency services														

ANNEXURES

mSCOA PROJECT LISTING - 2019/20			
Project Code	Project Description	SCOA Account	Project Budget
ED001	DISTRICT DEVELOPMENT AGENCY	Operational:Typical Work Streams:Development Agency Establishment	R 6,000,000
ED002	AGRICULTURAL SUPPORT	Operational:Typical Work Streams:Agricultural:Assistance and Support	R 300,000
ED004	SBDM SMME SUPPORT PROGRAMME	Operational:Typical Work Streams:Community Development:Entrepreneurial Support System	R 1,000,000
ED010	BUSINESS DEVELOPMENT FORUM	Operational:Typical Work Streams:Strategic Management and Governance:Municipal Infrastructure Grant (MIG) Business Plan	R 90,000
ED011	INVESTMENT PROMOTION		R 200,000
ED12	SET UP ECONOMIC DESK		R 100,000
ED13	TRAINING IN RENEWAL ENERGY	Operational:Typical Work Streams:Communication and Public Participation:Awareness Campaign	R 200,000
ED014	DONOR MANAGEMENT STRATEGY		R 50,000
FC001	ASSESSMENT OF DISTRICT SHARED SERVICES	Operational:Typical Work Streams:Shared Service Centre	R 100,000
FC002	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational:Typical Work Streams:Financial Management Grant:Financial Statements	R 400,000
FC003	SUPPORT TO LMS IRO IMPROVING AUDIT OUTCOMES	Operational:Typical Work Streams:Financial Management Grant:Audit Outcomes	R 2,000,000
FC006	EMPLOYEE RELATED COST	Operational:Municipal Running Cost	R 54,128,294
FC007	CAPEX EXPENDITURE	Capital:Non-infrastructure:New:Furniture and Office Equipment	R 1,418,000
FC009	OPERATING EXPENDITURE	Operational:Municipal Running Cost	R 32,968,500
FC010	JOB DESCRIPTION WRITING		R 1,000,000
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Capacity Building)	R 635,000
IN002	IDP SUPPORT TO MUNICIPALITIES	Operational:Typical Work Streams:Strategic Management and Governance:IDP Implementation and Monitoring	R 100,000

Project Code	Project Description	SCOA Account	Project Budget
IN007	EHS CONTRIBUTION MUNICIPALITIES	Operational:Typical Work Streams:Environmental:Environmental Health	R 11,130,000
IN010	FIRE EQUIPMENT FOR LM		R 2,500,000
IN011	FIRE TRAINING ASSISTANCE TO LMS	Operational:Typical Work Streams:Capacity Building Training and Development:Development of Fire-fighters	R 1,100,000
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	Operational:Maintenance:Non-infrastructure:Corrective Maintenance:Emergency:Other Assets:Operational Buildings:Training Centres:Buildings	R 7,500,000
IN014	CONTRIBUTIONS TO MUNICIPALITIES - FIRE SERVICES	Operational:Maintenance:Non-infrastructure:Preventative Maintenance:Interval Based:Community Assets:Community Facilities:Fire/Ambulance Stations:Mechanical Equipment	R 11,000,000
IN017	EDUCATION AND AWARENESS CAMPAIGN	Operational:Typical Work Streams:Communication and Public Participation:Awareness Campaign	R 200,000
IN018	EMERGENCY CONTINGENCY	Operational:Typical Work Streams:Emergency and Disaster Management:Disaster Relief	R 600,000
IN019	RURAL ACCESS ROADS	Operational:Infrastructure Projects:Existing:Upgrading:Roads Infrastructure:Roads	R 2,373,000
IN020	INTER CITY BUS TERMINAL	Operational:Non-infrastructure:New:Community Assets:Community Facilities:Taxi Ranks/Bus Terminals	R 700,000
IN021	WSA SUPPORT FOR LMS	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 1,000,000
IN022	COORDINATION ROLE BY DM	Revenue:Contra Accounts:Revenue Cost of Free Services:Water	R 200,000
IN029	REVIEW OF SBDM SPACIAL DEVELOPMENT FRAMEWORK	Operational:Typical Work Streams:Strategic Management and Governance:IDP Implementation and Monitoring	R 700,000
IN032	DISASTER MANAGEMENT PLAN LMS	Operational:Typical Work Streams:District Initiatives and Assistance to Municipalities:Assistance to Local Municipalities (Software and Application Support)	R 1,500,000
IN033	ASSESSMENT OF GIS SHARED SERVICES TO LMS		R 200,000
IN034	PLANS FOR FIRE STATION-BNLM		R 500,000
IN035	WAR ON LEAKS		R 1,000,000

Project Code	Project Description	SCOA Account	Project Budget
MM001	SUPPORT TO LMS (SERVICE DELIVERY)	Operational: Typical Work Streams: District Initiatives and Assistance to Municipalities: Assistance to Local Municipalities (Software and Application Support)	R 1,700,000
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	Operational: Typical Work Streams: AIDS/HIV, Tuberculosis and Cancer: Support and Distribution Programmes: AIDS/HIV	R 250,000
MM016	STRENGTHENING STRATEGIC PARTNERSHIPS	Operational: Typical Work Streams: Strategic Management and Governance: Strategic Planning: Transformation and Related Matters	R 300,000
MM020	YOUTH FUND	Operational: Typical Work Streams: Community Development: Youth Projects: Youth Development	R 750,000
TOU001	CREATIVE INDUSTRIES	Operational: Typical Work Streams: Tourism: Tourism Development	R 800,000
TOU003	TOURISM MARKETING	Operational: Typical Work Streams: Tourism: Tourism Projects	R 2,500,000
TOU004	SBDM SMME SUPPORT PROGRAMME - TOURISM	Operational: Typical Work Streams: Tourism: Tourism Projects	R 600,000
TOU005	CULTURAL EXCHANGE		R 400,000
TOU006	DEVELOP TOURISM WEBSITE		R 200,000
			R 150,392,794

Annexure “B”

Mandatory Performance Measures 2019/20

Mandatory Measure	SBDM
% of households with access to basic level of water	97%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	96%*
% of households earning less than R1100 per month with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality approved employment equity plan	9 out of 16 (56%)
% of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received – operating grants divided by debt servicing payments	NA
Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for services	NA

***Reporting measure only, not measured as performance as autonomy is with respective Local Municipalities**

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE – OPERATIONAL MEASURES

Vote	GFS Function	Objective	Key Performance Indicator
Executive Mayor	Executive and Council	<ul style="list-style-type: none"> • Oversight of council operations and exercise delegated authority 	<ul style="list-style-type: none"> • 100% of planned Council meetings held
Municipal Manager	Executive and Council	<ul style="list-style-type: none"> • Ensure the institution is managed in an effective and efficient manner* 	<ul style="list-style-type: none"> • 100% of SDBIP (operational and capital projects) implemented.
	Finance and Administration	<ul style="list-style-type: none"> • Ensure that the Municipality complies with Legislation applicable to it* 	<ul style="list-style-type: none"> • Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes)
		<ul style="list-style-type: none"> • Budgetary control of operating income and expenditure* 	<ul style="list-style-type: none"> • Existence of a disaster Management Plan • Income and expenditure variance not to exceed 10%
		<ul style="list-style-type: none"> • Ensure that SBDM is active within the district in which it serves • Compliance with OHASA • Ensure that capacity of the District is given priority 	<ul style="list-style-type: none"> • Completion of an investigation into a relocation to Kirkwood • Completion of the quarterly safety checklist • Maintenance of the SBDM Capacity building strategy
Planning and Infrastructure Development	Planning and Development	<ul style="list-style-type: none"> • Market SBDM to attract tourism, trade and investment 	<ul style="list-style-type: none"> • Annual communication plan in place
	Performance Management	<ul style="list-style-type: none"> • Support the implementation of the IDP through the performance management of the institution and its workforce* 	<ul style="list-style-type: none"> • 100% of SBDM employees under the Performance Management System
Planning and Infrastructure Development	Planning and Development	<ul style="list-style-type: none"> • Ensure that development occurs in the most logical way possible and in a manner that is in line with the adopted SDF principles 	<ul style="list-style-type: none"> • 100% Projects prioritized and funded in accordance with the SDF principles
Economic Development	Planning and Development	<ul style="list-style-type: none"> • Ensure that the growth and development agreement is implemented and used as the basis for cooperative district-wide development* 	<ul style="list-style-type: none"> • Monitor monetary commitments from social partners as per the GDS agreement

Vote	GFS Function	Objective	Key Performance Indicator
Finance and Corporate Services	Finance and Administration	<ul style="list-style-type: none"> • Compilation of budget and financial statements • Ensure that Council finances are well managed • Ensure HR issues are effectively dealt with 	<ul style="list-style-type: none"> • Delivery of financial statements to OAG on or before 31 August • Annual approved budget • 100% Financial obligations required by MFMA adhered to in accordance with National Treasury MFMA implementation priorities • 100% job descriptions in place • Recruitment process completed within 8 weeks • Training takes place in accordance with the work skills development plan.* • 100% disciplinary hearings organized within 15 working days after service of notice of misconduct.
	Executive and Council	<ul style="list-style-type: none"> • Ensure decision makers receive information 	<ul style="list-style-type: none"> • 100% council agendas delivered prior to 7 days of meeting

* Indicator supported and implemented across all Votes

Annexure “D”

Revenue by Source

Source	Performance Measure	Performance Target
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	78 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	100 %
Settlement discounts	% of settlement discounts negotiated	2.5 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	100%

Note: All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

SARAH BAARTMAN DISTRICT MUNICIPALITY

CAPITAL BUDGET 2019/20

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
EXECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MUNICIPAL MANAGER					
LEGAL SERVICES					
Electronic libraries	Computer Software	1	50,000	50,000	
				50,000	
TOTAL VOTE : OFFICE OF MUNICIPAL MANAGER				50,000	
TOTAL : EXECUTIVE AND COUNCIL - GFS				50,000	
FINANCE AND ADMINISTRATION - GFS					
DEPARTMENT : FINANCE AND CORPORATE SERVICES					
FINANCE					
PROCUREMENT					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
ASSET MANAGEMENT					
Fridge	Furniture and Fittings	1	8,000	8,000	Accumulated Surplus
Swivel Chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
				12,000	
BTO					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
TOTAL : FINANCE				42,000	
INFORMATION TECHNOLOGY					
IT					
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
IT infrastructure	Office equipment	1	200,000	200,000	Accumulated Surplus
mSCOA system	Computer Software	1	250,000	250,000	Accumulated Surplus
TOTAL : INFORMATION TECHNOLOGY				454,000	
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	6	15,000	90,000	Accumulated Surplus
Building refurbishment	Office equipment	1	500,000	500,000	Accumulated Surplus
TOTAL: PROPERTY SERVICES				590,000	
TOTAL : FINANCE AND ADMINISTRATION - GFS				1,086,000	

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
PLANNING AND DEVELOPMENT - GFS					
DEPARTMENT : PLANNING AND ECONOMIC DEVELOPMENT					
TOURISM					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
Desk	Furniture and Fittings	1	6,000	6,000	Accumulated Surplus
				40,000	
LOCAL ECONOMIC DEVELOPMENT					
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
GIS					
Ipad	Computer Equipment	1	15,000	15,000	Accumulated Surplus
Desk	Furniture and Fittings	1	8,000	8,000	Accumulated Surplus
Printer- GIS Plotter	Office equipment	1	60,000	60,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	4,000	4,000	Accumulated Surplus
Visitors chair	Furniture and Fittings	2	2,500	5,000	Accumulated Surplus
				92,000	
				147,000	
TOTAL : PLANNING AND ECONOMIC DEVELOPMENT - GFS					
INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES - GFS					
DEPARTMENT : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES					
MANAGEMENT					
Overhead Projector	Office equipment	1	5,000	5,000	Accumulated Surplus
Filing cabinet	Furniture and Fittings	1	5,000	5,000	Accumulated Surplus
Office desk	Furniture and Fittings	1	13,000	13,000	Accumulated Surplus
Swivel chair	Furniture and Fittings	1	7,000	7,000	Accumulated Surplus
				30,000	
PMU					
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				30,000	
Water and sanitation					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
ENVIRONMENTAL HEALTH MANAGER					
Laptop	Computer Equipment	2	15,000	30,000	Accumulated Surplus
				30,000	
DISASTER MANAGEMENT HOD					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
DISASTER MANAGEMENT					
Laptop	Computer Equipment	1	15,000	15,000	Accumulated Surplus
				15,000	
				135,000	
VOTE TOTAL : DEPARTMENT : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES					
				135,000	
TOTAL : INFRASTRUCTURE DEVELOPMENT AND COMMUNITY SERVICES - GFS					
				1,418,000	
FUNDING OF CAPITAL BUDGET					
SBDM - Accumulated Profits				1,418,000	
				1,418,000	

TARIFFS 2019/2020

1 COMPUTERISED INFORMATION

1.1 Computer Prints - per eyeline page	b	each	R 4.50
1.2 Computer Disks			
1.2.1 Basic service fee	b	each	R 300.00
1.2.2 Price per record (Inclusive of the price of the floppy disk)	b	each	R 10.00

2 FAXES

2.1 Cost of transmitting fax - per page	b	each	R 2.00
2.2 Cost of receiving fax - per page	b	each	R 2.00

3 INTEREST RATE

3.1 Standard Rate of Interest means a rate of interest which is two percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft	a		
--	---	--	--

4 PHOTOCOPIES

A3	b	each	R 2.00
A4	b	each	R 1.00

5 PARKING

Private (Staff)
Standard Bank

b	each	R 42.00
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6 ESTATES

6.1 Rental - Internal	b	per m ²	R 84.00
6.2 Rental - External	b		

As per negotiated lease
agreements

7 BID DOCUMENTS

7.1 Bid document Administration Fee - 80/20 PPP	b	each	R 100.00
7.2 Bid document Administration Fee - 90/10 PPP	b	each	R 250.00

8 GEOGRAPHICAL INFORMATION SYSTEM**8.1 ArcGIS Drawings**

A4	b	each	R 15.00
A3	b	each	R 25.00
A2	b	each	R 40.00
A1	b	each	R 60.00
A0	b	each	R 85.00

8.2 Aerial Photo

A4	b	each	R 30.00
A3	b	each	R 50.00
A2	b	each	R 80.00
A1	b	each	R 95.00
A0	b	each	R 150.00

9 ENVIRONMENTAL HEALTH

9.1 Certificate of Acceptability

b each

R 105.00

10 PROMOTION OF ACCESS TO INFORMATION ACT

Part ii of Notice 187 in the Government Gazette on 1 November 2006

- 1 The fee for a copy of the manual is in accordance with regulation 5(c) of the Act
- 2 The fees for reproduction is in accordance with regulation 7(1) of the Act
- 3 The request fee payable by every requester, other than a personal requester, is in accordance with regulation 7(2) of the Act
- 4 The access fees payable by a requester is in accordance with regulation 7(3) of the Act
- 5 For purposes of section 22(2) of the Act, the following applies:
 - a) Six hours as the hours to be exceeded before a deposit is payable; and
 - b) one third of the access fee is payable as a deposit by the requester.
- 6 The actual postage is payable when a copy of a record must be posted to a requester.

a *Tariff exempt from VAT*

b *Tariff is standard rated and VAT inclusive*

Quarterly Performance Milestones 2017/18												
Objective	Strategy	Project	Proj no.	Key Performance Indicator	Annual Target 2018/19	Department	GFS	2018/19 R's	30 Sep 2018 Target	31 Dec 2018 Target	31 Mar 2019 Target	30 Jun 2019 Target
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two messages	Tourism Marketing	TOU003	Review targets for tourism and marketing activities for new financial year, implement the reviewed tourism marketing targets through participation in 4 Exhibitions (WTM, India, Gateway Show and Shanghai Expo).	Review targets for tourism and marketing activities for new financial year, implement the reviewed tourism marketing targets through participation in 4 Exhibitions (WTM, India, Gateway Show and Shanghai Expo).	Planning and Economic Development	Tourism	R 1,550,000	Implement the reviewed Tourism marketing Strategy through Participation in the Gateway Show	Participation in the Shanghai Expo and conduct 1 summer campaign.	Procurement of collateral for exhibitions	Participation at the World Travel Markets, Tourism Exhibits in Dubai and
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Tourism Infrastructure Investment	Review of the Tourism Website	TOU002	An Operational Tourism Website	An Operational Tourism Website	Planning and Economic Development	Tourism	R 200,000	To be determined	To be determined	To be determined	To be determined
To increase Domestic and Foreign visitors	To increase Domestic and Foreign visitors	Development Support to SMEs for Tourism in the Local Municipalities	TOU004	7 SMEs in Tourism supported in the SBDM District (financially and non-financially)	7 SMEs in Tourism supported in the SBDM District (financially and non-financially)	Planning and Economic Development	Tourism	R 600,000	Consultation with LMs to make the SME needs in order to compile a list of their needs for support. 1 SME supported	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)	A further 2 SMEs in Tourism supported in the SBDM District (financially and non-financially)
Developing skills and education base by increasing the number of semi-skilled and skilled	To promote creative arts and talent development	Support 5 festivals across the District	TOU001	Support creative industry activities in the District	Support creative industry activities in the District	Planning and Economic Development	Creative Industries	R 800,000	Planning and Consultation with key role players to compile a list of activities that will be supported.	Support 1 Summer Festival in Sundays River	Support Annual Festival in Port Alfred	Support National Arts Festival in Kogga and Nkomo
Increase agricultural income to achieve a Facilitator investment in local and regional agribusiness plan to increase product demands and improve prices	Facilitator investment in local and regional agribusiness plan to increase product demands and improve prices	Provide agricultural support to emerging farmers in the district	ED002	2 emerging farmers in agriculture supported	2 emerging farmers in agriculture supported	Planning and Economic Development	LED	R 300,000	Planning and Identification of the two beneficiaries to receive support	1 Beneficiary supported	Support continues and submission of Progress Report by the Monitor	Monitoring Evaluation
DEVELOPMENT PRIORITY 4: GOOD GOVERNANCE AND PUBLIC PARTICIPATION												
To reduce the impact of HIV/AIDS in the District	Implementation of the HIV/AIDS Plan in the District	Implementation of the HIV/AIDS Plan in the District	MM001	100% Implementation of the planned issues according to the HIV/AIDS Plan in the District	HIV/AIDS Plan implemented through HCT (HIV Counselling and Testing), TB (Tuberculosis), STI (Sexually Transmitted Infections), GBV (Gender Based Violence), Anti-Substance Abuse Campaigns through community dialogues and Door to Door campaigns	Municipal Manager	Community and Social Service	R 250,000	HCT Drives in 2 LMs, 2 Educational Sessions on Gender-Based Violence (GBV) in 2 LMs, 2 Anti-Substance Abuse Campaigns in 2 LMs	16 Days of Activism (GBV and Anti-Substance Abuse Campaigns, Inter-faith Prayer Service and International Human Rights Day), Hosting of District Wide Arts Day including Door-to-Door Campaign on HIV/AIDS in 1 LM.	Conduct 2 TB Campaigns in 2 LMs, Sexual Reproductive Health Care and Rights campaigns at 2 schools and 10 TB at schools campaign in 3 LMs.	Hold 2 Childhood Memorial Services for people who have died of TB and HIV in 2 LMs, Hold Child Protection Campaign in 2 LMs, HCT Drive in 1 LM, Empowerment Session on HIV, TB and STI in 1 LM, Anti-Substance Abuse Campaign in 1 LM.
DEVELOPMENT PRIORITY 5: MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT												

EXECUTIVE MAYOR:

Notes: Non financial support could be training and development in Business Management, Skills Development and Market Development 2. LED Capacity Building Programme is training of LED officials in the District. 3. Institutional Support is provided to ensure continued existence of LTOs as an obligation entrusted to the District through National Tourism Sector Strategy

PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



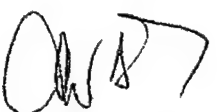
**THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE EXECUTIVE MAYOR**

KHUNJUZWA KEKANA
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

DAYALAN MURUVEN PILLAY
MUNICIPAL MANAGER
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2018 – 30 JUNE 2019

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 585, No. 37432 dated 14 March 2014, as amended, the **Employee** will obtain the minimum competency requirements by **(Not applicable)**.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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B.B

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2018 and will remain in force until 30 June 2019 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

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[Signature]
[Signature] C.B.
[Signature] B.B.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	22,31%
Basic Service Delivery	6,61%
Local Economic Development (LED)	6,61%
Municipal Financial Viability and Management	31,41%
Good Governance and Public Participation	33,06%
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	25
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	25
Client Orientation and Customer Focus	compulsory	25
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	25
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:

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 ZS
 B.B.
 KLB

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor or Mayor;
- 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2018
Second quarter	:	October – December	Before end January 2019
Third quarter	:	January – March	Before end April 2019
Fourth quarter	:	April – June	Before end January 2020

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

1. That the evaluation period be no less than 6 months
2. That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall -

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by -

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12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 26TH day of NOVEMBER 2018

AS WITNESSES:

1. 

2. 

AS WITNESSES:

1. 

2. 


EMPLOYEE


EXECUTIVE MAYOR/ MAYOR

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Gcaleka District Municipality

SÁRAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Ted Pillay

2018/2019

Municipal Manager

Municipal Managers Office

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2018/11/27

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)							
2018/2019							
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets	
						September 2018/2019	June 2018/2019
KPA 1. BASIC SERVICE DELIVERY General	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Infrastructure Development and Community Services Department	90% Implementation of SDBIP projects and expenditure	SDBIP quarter report and Annual Performance Report	6.6%	Achieved as per Q1 SDBIP target	Achieved as per Q4 SDBIP target
						Achieved as per Q2 SDBIP target	Achieved as per Q3 SDBIP target
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION Well capacitated Building in-house Municipalities on Governance and administration as per DLGTA section 46 assessment	Developing in-house capacity in LM so that they can perform their functions and stabilise institutional systems	Development of a Comprehensive Support Strategy for 7 LM's in terms of their identified needs (DEV00226)	Comprehensive Support Strategy Plan developed for 7 Local Municipalities	Report	5%	Development of Terms of Reference and appointment of service provider	Continuation of the Implementation of the Comprehensive Strategy support strategy
						Planning and development of support plans for the 7 LM's in terms of their requirements (PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement	50% of Capacity Building and Support completed in terms of support plans for LM's (PMS, By-Laws, SPLUMA etc. as required by LM's)-Financial Support and Improvement
General	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% implementation and monitoring of SBDM's EE plan and EE Act as per the annual targets	SBDM EE Plan	1.7%	Full compliance to EE Plan annual targets and EE Act	Full compliance to EE Plan annual targets and EE Act
						Report against plan	NA
Risk Management	Training	Ensuring implementation to SBDM's workplace skills plan	100% implementation of employee workplace skills plan in place	Employee workplace skills plan	1.7%	Report against plan	NA
						Report on Risk Register	Risks as per the Risk register and emerging risks dealt with timeously
Risk Management	Risk Register	To ensure all issues as per the Risk Register is dealt with timeously and to include and deal with emerging risks in the Register	Risks Identified and addressed	Report on Risk Register	5%	Risks as per the Risk register and emerging risks dealt with timeously	Risks as per the Risk register and emerging risks dealt with timeously
						Report on Risk Register	Risks as per the Risk register and emerging risks dealt with timeously

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2018/11/27

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

2018/2019						
					Targets	
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019 December 2018/2019 March 2018/2019 June 2018/2019
	To Ensure an Effective HR and Corporate Services Section	To ensure all HR and Corporate Services issues are dealt with timeously (HR and Corporate Service policies developed and reviewed, Delegation Register reviewed)	To ensure all HR and Corporate Services issues are dealt with timeously (HR and Corporate Service policies developed and reviewed, Delegation Register reviewed)	Reports	4.1%	To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed) To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed) To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed) To ensure all HR and Corporate Services issues are dealt with timeously (policies developed and delegation register reviewed)
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)						
General	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Planning and Economic Development Department	90% Implementation of SDBIP projects in the Department	Quarterly SDBIP Report and Annual Performance Report	6.6% As per Q1 SDBIP target	As per Q1 SDBIP Q2 target As per Q1 SDBIP Q3 target Ensure 90% implementation and spending of SDBIP projects in Planning and Economic Development Department
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
General	Exercise financial control over SBDM	Annually approved budget by 31 May annually Operating Expenditure variance not to exceed 10% Delivery of financial statements to OAG on or before 31 August	A credible approved budget by 31 May annually Within 10% variance of actual expenditure Delivery of statements to AG by 31 August annually	Council minutes Annual financial statements Proof of delivery	8.3% NA 4.1% Projected expenditure variance within 10% 8.3% Financial Statements delivered	Draft budget approved by 31 March annually Projected expenditure variance within 10% NA NA Final budget approved by 31 May annually Projected expenditure variance within 10%
	Timeously completion of Financial Statements in accordance with legislation	Submission of Consolidated Financial Statements by 30 September annually	Submission of Consolidated Financial Statements by 30 September annually	Consolidated AFS	1.7% Consolidated AFS submitted	NA NA Ensure 90% implementation and spending of SDBIP projects in Finance and Corporate Services Department
	100% of SDBIP (operational and capital projects) implemented.	Ensure 90% implementation and spending of SDBIP projects in Finance and Corporate Services	90% Implementation of SDBIP projects in the Finance and Corporate Services Department	Quarterly SDBIP Report and Annual Performance Report	5% As per Q1 SDBIP target	As per Q2 SDBIP target As per Q3 SDBIP target Ensure 90% implementation and spending of SDBIP projects in Finance and Corporate Services Department

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PERFORMANCE PLAN : Ted Pillay (Municipal Manager)
2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
	Lobby for funding	Department 4 Successful submissions to sector departments / possible funders	4 Successful submissions to sector departments / possible funders	Reports/copies of submissions	4.1%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
To reduce the impact of HIV/AIDS in the District	Implementation of the District and Local HIV/AIDS Plan	100% Implementation of the HIV/AIDS Plan in the District (MMO00224)	HIV/AIDS Plan implemented through, HCT (HIV Counselling and Testing), TB (Tuberculosis) and STI (Sexually Transmitted Infections) GBV (Gender Base Violence), Anti-Substance Abuse Campaigns through community Dialogues and Door to Door campaigns	Report	3.3%	2 HCT Drives in BCR and SRV. 2 Educational Sessions on Gender-Based Violence (GBV) in Makana and Ndlambe. 2 Anti-Substance Abuse Campaigns in Sundays River Valley and Blue Crane Route Local Municipality	16 Days of Activism (GBV and Anti-Substance Abuse Campaigns, Inter-faith Prayer Service and International Human Rights Day). Hosting of District Wide Aids Day including Door-to-Door Campaign on HIV AIDS in 1 LM. Capacitate 2 Community based Organisations CBO's.	Conduct 2 TB Campaigns in 2 LM's. Sexual Reproductive Health Care and Rights campaigns at 2 schools and kick TB at schools campaign in 3 LM's.	Hold 2 Candlelight Memorial Services (people who have died of TB and HIV) in 2 LM's. Hold Child Protection Campaign in 2 LM's. HCT Drive in 1 LM. Empowerment Session on HIV, TB and STI in 1 LM.
General	Planning and Spatial Development Framework Compliance of SBDM	An approved SDF and IDP for SBDM	IDP and SDF approved by 31 May annually	Council minutes	8.3%	Analysis phase commenced	Projects approved in IDP/Budget process	Draft IDP and SDF approved and submitted to Council	Approved IDP and SDF by Council by 31 May annually
	To ensure that the PMS is implemented and maintained in accordance with legislation	100% of SBDM's employees under the PMS and reviewed quarterly	100% of employees under PMS and reviewed quarterly	Plans and reviews available for inspection on PMS System	5%	100% employees with plans signed and reviewed timeously	100% employees with plans signed and reviewed timeously	100% employees with plans signed and reviewed timeously	100% employees with plans signed and reviewed timeously
	Exercise financial control over SBDM	Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	5.8%	NA	Response provided to Draft Management letter	Receipt of a Clean Audit report	NA
	Ensure that the Municipality complies with Legislation applicable to It Exercises budget	Full compliance with OHASA for SBDM	4 quarterly meetings to address OHASA related risks	4 x quarterly meetings to ensure OHASA risks are dealt with	1.7%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
		100% compliance	100% compliance	Internal and	5%	100% compliance to	100% compliance to policy	100% compliance to	100% compliance to

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2018/11/27

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)

PERFORMANCE PLAN : Ted Pillay (Municipal Manager)									
2018/2019									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
control in order to prevent over/ unauthorized expenditure.	To ensure effective Council Meetings administration	to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy 100% Implementation of Council Resolutions	External Audit Reports	Report on implementation of Council Resolutions	4.1%	policy		policy	policy
						100% Council Resolutions Implemented pertaining to the Department	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented

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 2018/11/27

CORE COMPETENCY REQUIREMENTS (CCR's) : Ted Pillay (Municipal Manager)						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2018/2019	December 2018/2019	June 2018/2019
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL						
Financial Management	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

RIAAZ LORGAT
DIRECTOR: FINANCE AND CORPORATE SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2018 - 30 JUNE 2019

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the **Employee** will obtain the minimum competency requirements by 3 August 2018.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2018 and will remain in force until 30th June 2019 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	31.13%
Basic Service Delivery	0%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	34.83%
Good Governance and Public Participation	34.04%
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	20%
Programme and Project Management		
Financial Management	✓	20%
Change Management		
Knowledge Management		

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	20%
Client Orientation and Customer Focus	✓	20%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	✓	20%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

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Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2018
Second quarter	:	October – December	Before end January 2019
Third quarter	:	January – March	Before end April 2019
Fourth quarter	:	April – June	Before end January 2020

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The Employer shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at SALT EMBURATH on this the 28TH day of NOVEMBER 2018

AS WITNESSES:

1. 

2. 

AS WITNESSES:

1. 

2. 


EMPLOYEE


MUNICIPAL MANAGER

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Riaaz R. Lorgat

2018/2019

Director: Finance and Corporate Services
Finance and Corporate Services


2018/11/28

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)									
2018/2019									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Co-ordinate recruitment and selection processes	Recruitment process completed within 12 weeks	100% compliance to the 12 week turn-around time by HR	Log	1.9%	100% completed	100% completed	100% completed	100% completed
		Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan annually	100% implementation and monitoring of SBDM's EE plan and EE Act as per the targets annually	SBDM EE Plan	1.9%	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually
	A legally compliant municipality	Ensure 100% disciplinary hearings organised within 2 months after service of notice of misconduct.	100% done	Log	1.9%	100%	100%	100%	100%
	Training	90% Implementation of Skills Development Plan for F&CS	100% Approved SDF, Implementation and Expenditure	Proof of completed courses, budget spent aligned to skills development plan	9%	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan	90% Implementation and Expenditure in terms of plan
	Exercise financial control over SBDM	Preparation of and 90% Implementation of the SBDM WSP	90% recorded as actual	Correspondence (Mayoral, MM, Directors)	1.9%	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual	Reports to Mayoral and % recorded as actual
		Develop and submit budget related policies to the Council in May	Approved budget related policies	Council approved policies	1.9%	n/a	n/a	n/a	Budget related policies submitted to Council in May
	To ensure that the PMS is implemented and maintained in accordance with Legislation	Ensure that all F&CS performance reviews are conducted within 10 working days after the quarter ends and that 100% of indicators met by officials reporting directly to post according to Performance Plans	100%	Performance review report (all officials) 4th quarter	2.8%	PMS reports	PMS reports	PMS reports	PMS reports
	To maintain harmonious and content labour relations	NO labour matter in the agenda unresolved / not dealt within 6 months	All labour matters resolved within 6 months	Minutes of meetings	1.9%	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months	All labour matters resolved within 6 months
	Ensure that the Municipality	Completion of the OHASA quarterly	8 x Checklists for OHASA Compliance for	4 x checklists	9%	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors	2 checklists for 2nd and 4th Floors

PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
	complies with Legislation applicable to it	safety checklist for 2nd and 4th Floors	2nd and 4th Floor						
	To ensure the SBDM is sustainable	Compilation of a report on the sustainability and viability of the SBDM	Report to Council with recommendations on sustainability and viability of the SBDM	Report to Council	3.7% NA	NA	NA	Report to Council with recommendations on sustainability and viability of the SBDM	NA
	To ensure implementation of decisions	Implementation of all decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	3.7% NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Ensure that Job Evaluation of positions in the SBDM and LM's are completed	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's	Report	4.7% NA	NA	NA	Ensure 15% of total job descriptions are designed and 5% of jobs are evaluated in SBDM and LM's	Ensure 30% of total job descriptions are designed and 10 % of jobs are evaluated in SBDM and LM's
	To ensure effective Council Meetings administration	Timely compilation and finalisation of minutes 5 working days from meeting	Compilation of minutes within the prescribed time	Agendas/Minutes	2.8%	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time	Compilation and Delivery of agendas within the prescribed time
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements (additional 4 unit standards to be submitted by 31 December 2018)	100% compliance of 4 outstanding unit standards achieved to be submitted by 31 December 2018	Confirmation on unit standards submitted	.9% NA	Outstanding 4 unit standards submitted	NA	NA	NA
	Improve corporate governance systems both in the district and LM's	Provision of assistance to 7 LM's in respect to GRAP compliance to improve Audit Outcomes (Org. GRAP WShop 2. Costing of Tariffs of LM, 3. Assessing all Audit Reports of LM (FIN00227)	Provide assistance through 1 training workshops held in GRAP compliance and new standards by making available financial management support to deal with issues raised in the LM's AG's management letter	Report	5.6% NA	Administrative planning and preparation to hold workshop with 7LM's at SBDM	Provide assistance through 1 training workshops held in GRAP compliance for 7 LM's (Assessing AG reports of LM's and making recommendations)	Monitor and Evaluate 7 LM's for Improved Financial Management process, policies, procedures and internal controls and dealing with specific AG findings in management letter and assisting with the preparation on the audit plan (Tariffs reviewed for 7 LM's, Revenue Assessment done for: 3 LM's)	Approved budget by 31 May
General	Exercise financial	Delivery of a credible	Adopted budget	Adoption by	8.4% NA	Roll-over budgets	Draft budget tabled		

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
control over SBDM		funded budget Delivery of reviewed financial statements to OAG on or before 31 August annually prepared in terms of the prescribed framework	Delivered on or before 31 August	Council Proof of delivery	8.4%	Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter included in annual report	annually NA
						90% of project budget implemented	1.9% NA	90% of project budget implemented	90% of project budget implemented
						At least 90% of project budget implemented	Projected expenditure within 10%	NA	NA
						Collection of outstanding debt and conditional grants	NA	NA	NA
Adherence to budgetary matters		10% of savings in the operating budget	95%	Financial statements	1.9%	95% report	s52 report	s52 report	s52 report
						10% of savings in the operating budget	NA	NA	10%
to ensure financial sustainability		Achieving a balanced cash flow where the municipality is able to meet all its financial commitments in the financial year	Balanced cash flow for year	Financial statements	2.8%	NA	NA	NA	Balanced cash flow. Meeting financial commitments
						Increased funding or investment as result of submissions and presentations	1 submission to sector departments/funders	1 submission to sector departments/funders	1 submission to sector departments/funders
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	Ensure that capacity support to LMs is given priority	Development, Approval and Implementation of a Capacity Building and Support Strategy for Finance and Corporate Services	3 Reports to MM	Plan and 3 reports	4.7%	Capacity building plan for Finance and Corporate Services Developed	Report to MM	Report to MM	Report to MM
						7.5% Statements delivered on or before 31 August annually	Responses provided to Draft Management letter	NA	NA
						100% Legal compliance to all key legislation applicable in MFMA Regulations	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation	100% overall legal compliance to all key legislation

2018/11/28

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PERFORMANCE PLAN : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2018/2019

Objective	Strategy	Key Performance Indicator (Project) and Systems Act	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
Risk Management	Ensure that sufficient and effective controls are in place to management risks	Risks in F&CS addressed	Updated Risk Register	2.8%	Mitigating strategies implemented	Mitigating strategies implemented	Mitigating strategies implemented	Mitigating strategies implemented	Mitigating strategies implemented
Exercise financial control over SBDM	Receipt of a favourable Audit Report as per the agreed scoring criteria ('Clean' - 5, Unqualified with minor matters 4, Unqualified with major matters 3, Disclaimer 2, Adverse 1)	Clean Audit Report from AG	Clean Audit Report from AG	9.3%	NA	Response provided to Draft Management letter	Receipt of a Favourable Audit Report in terms of agreed criteria and inclusion of same in annual report	NA	NA
A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.9%	No findings	No findings	No findings	No findings	No findings
Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	2.8%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	1.9%	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department	100% Council Resolutions implemented pertaining to the Department

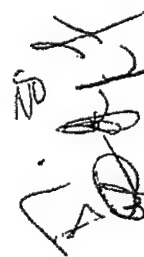
CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)

2018/2019

Core Competency Requirement	Annual Target	Proof	Weighting	Targets			
				September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
CCR 1. MANAGERIAL Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines

2018/11/28

CORE COMPETENCY REQUIREMENTS (CCR's) : Riaaz R. Lorgat (Director: Finance and Corporate Services)						
Core Competency Requirement	Annual Target	Proof	Weighting	Targets		
				September 2018/2019	December 2018/2019	June 2018/2019
CCR 2. OCCUPATIONAL						
Financial Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Displays standard recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20%	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

UNATI DANIELS
DIRECTOR: PLANING AND ECONOMIC DEVELOPMENT
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JANUARY 2018 – 30 JUNE 2019

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the Employee will obtain the minimum competency requirements by **(Not Applicable)**.

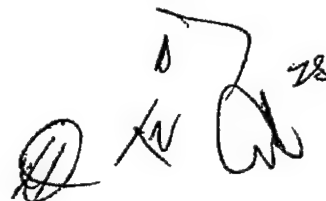
2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2018** and will remain in force until **30th June 2019** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (**Annexure A**), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	9.35%
Basic Service Delivery	0
Local Economic Development (LED)	50.29%
Municipal Financial Viability and Management	4.67
Good Governance and Public Participation	35.69%
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:


CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Strategic Capability and Leadership	✓	25
Programme and Project Management	✓	25
Financial Management	✓	15
Change Management		

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CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	5
Client Orientation and Customer Focus	√	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative and national policy frameworks	√	5
Knowledge of Performance Management and Reporting	√	5
Knowledge of global and South African specific political, social and economic contexts	√	5
Competence in policy conceptualisation, analysis and implementation	√	5
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector departments		
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
- 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
- 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.
- 6.5 The annual performance appraisal will involve:
- 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

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- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

- 6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					

Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
- 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
- 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

7. SCHEDULE FOR PERFORMANCE REVIEWS

- 7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2018
Second quarter	:	October – December	Before end January 2019
Third quarter	:	January – March	Before end April 2019
Fourth quarter	:	April – June	Before end January 2020

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.
- 7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.
- 7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall –
- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –
- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall –

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or

12.1.2 any other person appointed by the MEC.

12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.

13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at PORT ELIZABETH on this the 26 day of NOVEMBER 2019

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
EMPLOYEE

AS WITNESSES:

1. [Signature]

2. [Signature]

[Signature]
MUNICIPAL MANAGER



27-11-2018

Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Gcaleka District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Unati Daniels

2018/2019

Director: Planning and Economic Development
Planning and Economic Development


28/11/2018

2018/11/27

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)									
2018/2019									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	Training takes place in accordance with the needs identified through the performance reviews	100% T&D addressed according to the needs identified in the performance reviews	Record of training in accordance with performance reviews	1.9% 100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews	100% T&D in accordance to need of the department through performance reviews
	To ensure implementation of decisions	100% implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	5.6% NA	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE plan	100% Implementation and monitoring of SBDM's EE plan and EE Act as per the targets annually	SBDM EE Plan	1.9% Full compliance to EE targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually
	Compliance to planning framework	An approved IDP	IDP approved by 31st May annually	Council minutes	7.5% Analysis phase commenced	Consultation completed	Consultation completed	Draft IDP submitted to Council	IDP Adopted
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
To promote and co-ordinate the implementation of Integrated spatial Planning in the District	Reviewed Ndlambe Zoning Scheme in terms of SPLUMA (DEV00212)	Submission of Final Report for Zoning Scheme Regulations to Ndlambe Local Municipality for adoption	Report	Not Applicable	4.7% Public Participation completed	Submission of Final Report for Zoning Scheme Regulations to Ndlambe Local Municipality for adoption	Not Applicable	Not Applicable	Not Applicable
Broaden economic participation and inclusion by increasing the number and support to small enterprises	Reviewed of SBDM Spatial Development Framework (SDF) (DEV00213)	Draft Spatial Development Framework completed	Report	Not Applicable	4.7% Process Plan approved by Council	Status Quo Report Complete	Reviewing of Strategies and Objectives	Draft SDF Complete	Draft SDF Complete
	2 SMME's and 2 Cooperatives (financially and non-financially) supported in the District (DEV00214)	2 SMME's and 2 Cooperatives in the District supported financially and non-financially	Report	Not Applicable	3.7% Consultation with LMs to finalise the SMME needs in order to compile a list of their needs for support	1 SMME and 1 Cooperative supported financially and non-financially	1 SMME's and 1 Cooperative supported financially and non-financially	1 SMME's and 1 Cooperative supported financially and non-financially	final report to Mayco
Building local and regional networks through the	Trade and Investment Web-based system developed and continually updated	Functional Website in place	Website	Not Applicable	1.9% Develop content and update portal	Develop content and update portal	Develop content and update portal	Develop content and update portal	Develop content and update portal
	4 DST meetings held within the District in all 7 LM's. 2 LED capacity building programmes	Host 4 DST meetings and facilitate 2 LED capacity building programmes	Report	Not Applicable	1.9% 1st DST meeting held.	2nd DST meeting held and 1 capacity building programme conducted	2nd DST meeting held and 1 capacity building programme conducted	3rd DST meeting held.	4th DST meeting held

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

2018/2019									
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets			
						September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
creation of partnerships with (a) government, (b) the private sector and (c) education / research.									
Invest in natural capital to contribute to government's target of creating 'green' jobs by 2020.	Facilitate an enabling environment for investment in natural capital to increase job creation in blue and green emerging sectors	Facilitating 2 IPP forum meetings. (2 inland and 2 coastal). Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings. Support the development of a business plan for an apprenticeship programme for District Youth (DEV00218)	Facilitating 2 IPP forum meetings in the coast and 2 IPP forum meetings inland. Participate in 2 Nuclear and Shale Gas meetings. Participate in 3 Oceans Economy meetings.	Report	1.9%	1st IPP Meeting coastal	1st IPP Meeting inland	2nd IPP Meeting coastal	2nd IPP Meeting inland
To position the District as a nationally recognised tourism brand	To showcase the District as a distinctive brand, and communicate these two markets	To conduct review and implementation of the tourism marketing strategy for the District through participation in 2 Exhibitions, Placement of 2 media adverts, producing marketing materials (2 seasonal cycles) and conduct 1 seasonal campaign. (DEV00219)	Tourism marketing strategy reviewed and implemented for the District through participation in 2 Exhibitions, 2 Placement of media adverts, producing marketing materials (2 cycles), and conducting 1 seasonal campaign.	Report	5.6%	Implement Tourism marketing Strategy through Participation at the Gelaway show in Johannesburg; Placements of 1 Advertisement in 1 medium and conduct summer campaign and print 7 wonders area brochures.	1 Additional Placements in 1 medium, and conduct summer campaign.	Planning and consulting LTO for the Tourism Indaba which take in May 2019	Participate at Tourism Indaba in Durban and print 7 wonders area brochures.
To grow tourism sector's absolute contribution to the District Economy	To increase public sector investment in Infrastructure Investment	Review of the Tourism Masterplan (DEV00220)	Tourism Masterplan reviewed	Report	1.9%	Terms of references completed and Bid advertised	Review of the Draft Tourism Master plan commence.	Draft Tourism Masterplan presented to Mayoral Committee	Masterplan completed
To increase domestic and Foreign visitors	To increase domestic and Foreign visitors	7 SMME's in Tourism supported in the SBDM District (financially and non-financially) (DEV00221)	7 SMME's in Tourism supported in the SBDM District (financially and non-financially)	Report	3.7%	2 SMME's in Tourism supported in the SBDM District (financially and non-financially)	2 SMME's in Tourism supported in the SBDM District (financially and non-financially)	2 SMME's in Tourism supported in the SBDM District (financially and non-financially)	1 SMME's in Tourism supported in the SBDM District (financially and non-financially)

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PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

2018/2019						
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets
Developing skills and education base by increasing the number of semi-skilled and skilled	To promote creative arts and talent development	To finalise Creative Industries strategy for the District Municipality (DEV00222)	Strategy completed	Report	3.7% Planning and Consultation with Key roles players	December 2018/2019 Planning and Consultation with Key roles players
	Facilitate investment in local and regional agro-processing plant to increase product demands and improve prices	1 Meeting with stakeholders in the District for Agriparks held. 2 mentorship implemented for Emerging Farmers. Monitoring and Evaluation conducted in Makana (Koodovale). (DEV00223)	1 Meeting with stakeholders in the District for Agriparks held. 2 mentorship sites active. Mentorship programme is evaluated.	Report	3.7% Planning, Identification of site and development of mentorship plan	March 2018/2019 Amanzi Festival in Port Alfred
	General	Lobby for funding	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	4.7% 1 submission to sector departments/funders	June 2018/2019 National Arts Festival in Grahamstown
General	To ensure the 7 LM's are compliant in GIS	Development projects	System available for updated spatial information of SBDM		3.7% Renewal of GIS Software	Support continues and submission of Progress Report by the Mentor
	Exercise financial control over SBDM project budget implemented	At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	4.7% NA	1 submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT						
General	Ensure that capacity support to LM's is given priority	Implementation of the SBDM Capacity building strategy - Economic Development	Evidence of assistance to 2 LM's	Plan and reports	4.7% Planning of Support Programme	Integrating spatial information into the IDP
General	Ensure that capacity support to LM's is given priority	Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership (Participate in the Shanghai Expo and Hosting of JinCheng Delegation)	Reports	7.5% Hosting of JinCheng delegation	Integrating spatial information into the IDP
	Ensure that the Department	Completion of the OHASA quarterly	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of	9% 1st checklist completed and 2nd checklist completed and quarterly meeting held1	Report on 2 IM's supported
	Ensure that the Department	Completion of the OHASA quarterly	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of	9% 1st checklist completed and 2nd checklist completed and quarterly meeting held1	Report on 2 IM's supported
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION						
General	Ensure that capacity support to LM's is given priority	Implementation of the SBDM Capacity building strategy - Economic Development	Evidence of assistance to 2 LM's	Plan and reports	4.7% Planning of Support Programme	Integrating spatial information into the IDP
General	Ensure that capacity support to LM's is given priority	Implementation of 2 projects from partnership with other city municipalities	Implementation of project arising out of partnership (Participate in the Shanghai Expo and Hosting of JinCheng Delegation)	Reports	7.5% Hosting of JinCheng delegation	Integrating spatial information into the IDP
	Ensure that the Department	Completion of the OHASA quarterly	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of	9% 1st checklist completed and 2nd checklist completed and quarterly meeting held1	Report on 2 IM's supported
	Ensure that the Department	Completion of the OHASA quarterly	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of	9% 1st checklist completed and 2nd checklist completed and quarterly meeting held1	Report on 2 IM's supported

2018/11/27

PERFORMANCE PLAN : Unati Daniels (Director: Planning and Economic Development)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
	complies with legislation applicable to it	Safety checklist and Safety Standards adhered to		meetings			held	held	held
	Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the institution	100% controls in place to manage risks	Internal Audit reports	1.9%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	2.8%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No repeat findings raised in Internal and External Audit Reports	100% compliance to internal controls	Internal Audit reports and AG Reports	2.8%	No findings	No findings	No findings	No findings
	Exercise financial control over SBDM	Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Clean Audit Report	Clean Audit Report from AG	2.8%	Ensure internal controls and SCM regulations Implemented	Ensure internal controls and SCM regulations Implemented	Ensure internal controls and SCM regulations Implemented	Ensure internal controls and SCM regulations Implemented
	To ensure effective Council Meetings administration	100% Implementation of Council Resolutions	100% Council Resolutions Implemented pertaining to the Department	Report on Implementation of Council Resolutions	4.7%	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented
	To ensure effective and efficient service delivery	100% implementation of the Back 2 Basics Plan of ED	100% Implementation of the Back 2 Basics Plan issues pertaining to ED	Report	1.9%	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED	100% Implementation of Back 2 Basics Plan for ED
	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed into targets in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	2.8%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed into targets in Performance Plans	100% 3Q reviews done and performance challenges addressed into targets in Performance Plans	100% 4Q reviews done and performance challenges addressed into targets in Performance Plans

CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development)

Core Competency Requirement	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019

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CORE COMPETENCY REQUIREMENTS (CCR's) : Unati Daniels (Director: Planning and Economic Development)						
Core Competency Requirement	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019
CCR 1. MANAGERIAL						
Strategic Capability and Leadership	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Programme and Project Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
CCR 2. OCCUPATIONAL						
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	15%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Competence in policy conceptualisation, analysis and implementation	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	5%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
People Management and Empowerment	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	10%	Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement towards the standard
Interpretation of and implementation within the legislative and national policy frameworks	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10%	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE SARAH BAARTMAN DISTRICT MUNICIPALITY
AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY
(HEREIN REFERED TO AS THE 'EMPLOYER')

AND

THEODORA BETHA
DIRECTOR: INFRASTRUCTURE DEVELOPMENT AND
COMMUNITY SERVICES
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR:
1 JULY 2018 - 30 JUNE 2019

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met" and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.2 That in terms of the MFMA Regulations and Government Gazette Vol. 620, No. 40593 dated 03 February 2017, as amended, the **Employee** will obtain the minimum competency requirements by **(30 June 2019)**.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the **1st July 2018** and will remain in force until **30 June 2019** thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee's** contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the above-mentioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee's** performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer's** Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
- 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
- 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
- 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- 5.6 The **Employee's** assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the **Employer** and **Employee**:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	16%
Basic Service Delivery	49%
Local Economic Development (LED)	6%
Municipal Financial Viability and Management	9%
Good Governance and Public Participation	20%
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee's** assessment score. CCRs that are deemed to be most critical for the **Employee's** specific job should be selected (✓) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR) FOR EMPLOYEES		
CORE MANAGERIAL COMPETENCIES (CMC)	✓	WEIGHT
Financial Management		12%
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	✓	20%
Client Orientation and Customer Focus	✓	10%
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the legislative an national policy frameworks		8%
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector departments		
Display and guidance of Programme and Project and Fund Management	✓	30%
Application of Strategic Capability and Leadership	✓	20%
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the **Employee's** performance; and
 - 6.1.2 the intervals for the evaluation of the **Employee's** performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee's** performance will be measured in terms of contributions to the goals and strategies set out in the **Employer's** IDP.

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6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

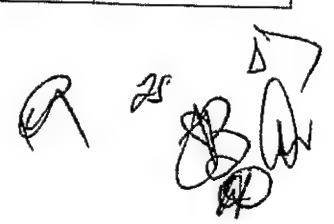
- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating				
			1	2	3	4	5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.					
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.					



Level	Terminology	Description	Rating				
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -

- 6.7.1 Executive Mayor;
- 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
- 6.7.4 Mayor and/or municipal manager from another municipality; and
- 6.7.5 Member of a ward committee as nominated by the Executive Mayor.

6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -

- 6.8.1 Municipal Manager;
- 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
- 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
- 6.8.4 Municipal manager from another municipality.

6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter	:	July – September	Before end October 2018
Second quarter	:	October – December	Before end January 2019
Third quarter	:	January – March	Before end April 2019
Fourth quarter	:	April – June	Before end January 2020

7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.

7.3 Performance feedback shall be based on the **Employer's** assessment of the **Employee's** performance.

7.4 The **Employer** will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The **Employee** will be fully consulted before any such change is made.

7.5 The **Employer** may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the **Employee** will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

9.1 The **Employer** shall –

- 9.1.1 create an enabling environment to facilitate effective performance by the employee;
- 9.1.2 provide access to skills development and capacity building opportunities;
- 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
- 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
- 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

- 10.1.1 a direct effect on the performance of any of the **Employee's** functions;

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10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and

10.1.3 a substantial financial effect on the **Employer**.

10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.

11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:

11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and

11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the **Employee** based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

11.3 In the case of unacceptable performance, the **Employer** shall -

11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and

11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the **Employer** may consider steps to terminate the contract of employment of the **Employee** on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION


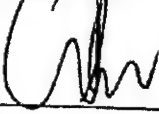
- 12.1 Any disputes about the nature of the **Employee's** performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –
- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- 13.2 Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.



Thus done and signed at PORT ELIZABETH on this the 26TH day of NOVEMBER 2018

AS WITNESSES:

1. 
2. 


EMPLOYEE

AS WITNESSES:

1. 
2. 


MUNICIPAL MANAGER



Sarah Baartman
DISTRICT MUNICIPALITY
Province of the Eastern Cape
Previously: Cacadu District Municipality

SARAH BAARTMAN DISTRICT MUNICIPALITY

PERFORMANCE PLAN : Theodora Betha

2018/2019

Dir: Infra Development and Community Services
Infrastructure Development and Community Services



2018/11/27

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)

Page 2 of 6

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)						
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	Targets
KPA 1. BASIC SERVICE DELIVERY						
To provide support to LMs on planning and implementation of bulk water supply projects, contributing to the reduction of the backlog to	Implementation of water projects as mandated by LMs	Installation of 200 Water Meters in Makana (INF00203)	Installation of 200 Water Meters in Makana Completed	Report	7%	7% Bid documentation for procurement complete Appointment of a Service Provider Installation commences Installation of 200 Water Meters Completed June 2018/2019
To promote integration between spatial planning and transportation planning to achieve sustainable human settlements	Implementation of transportation projects	Construction of Ablution facilities and shelters for Inter-City Bus Terminal in Graaff-Reinet and Taxi Rank completed (INF00204)	Completion of Ablution facilities and shelters for Inter-City Bus Terminal and Taxi Rank completed	Report	5%	5% Construction of ablution facility commenced 60% completion of Ablution facilities and shelters 100% of completion of Ablution facilities and shelters Not Applicable
To provide roads infrastructure from basic service to a higher level in key strategic areas	Implementation of roads projects as mandated by LMs	Rural Roads Asset Management System (RRAMS) set up for SBDM (INF00205)	Rural Roads Asset Management System Road Condition Assessment for LMs	Report	5%	5% Visual Condition Assessment commenced Visual Condition Assessment completed Asset Inventory completed Road Infrastructure Strategic Framework of South Africa (RISFSA) & Runway Condition Assessment Matrix (RCAM) Classification review, maintenance planning and prioritization and reporting Not Applicable
To provide effective fire-fighting to all LMs in the District	Provide fire-fighting capacity	Upgrading/Paving of 325m of Rietbron Roads & Stormwater (INF00206)	Completion of 325m paving of road in Rietbron	Report	5%	5% Completion of 200m of 325m paving of road Completion of 125m of 325m paving of road Not Applicable
		Training of 10 Fire Fighters complete (INF00207)	Fire Fighting Training complete	Report	3%	3% Bid documentation for procurement complete Appointment of a Service Provider Training of 10 fire Fighters complete Training of 10 fire Fighters complete
	Provide resources	Fire Functionality Assessment (INF00208)	Fire Functionality Assessment Complete	Report	7%	7% Final Draft Fire Functionality Assessment Completed Final Fire Functionality Assessment Adopted Not Applicable
		Upgrading of Fire Satellite Offices in Kareedouw, Koukamma LM (INF00209)	Upgrading of Fire Satellite Offices in Kareedouw 50% Completed	Report	4%	4% Building Plans completed Bid documentation for procurement complete Appointment of a Service Provider Upgrading of Fire Satellite Offices in Kareedouw 50% complete
		Development of Disaster Management Plans	Final Draft Disaster Management	Report	6%	6% Terms of Reference Complete Appointment of a service provider Submission of the First Draft Disaster Management Plans for 7 Submission of the Final Draft Disaster Management Plans for 7

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
To effectively monitor and jointly manage environmental health services (EHS) in all the LMs	Implementation of Environmental Health Services effectively to all LMs	for SBDM (7 LMs) (INF00210) Environmental Health Services Assessment (to take back the function) (INF00211)	Plans for 7 LMs Completed Final Environmental Health Services Assessment (to take back the function) Complete	Report	5%	Submission of the First Draft Environmental Health Services Assessment	Final Draft Environmental Health Services Assessment Completed	Final Environmental Health Services Assessment Adopted	Not Applicable
To provide effective fire fighting to all LMs in the district by 2022	Provide fire fighting capacity	Agreements entered into for LM's for the provision of Fire Services	Agreements of all LM's in place	Agreements	2%	All Agreements signed	NA	NA	NA
KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION									
General	Training	To ensure training and development takes place in accordance of the requirements of the department	100% of the department's T&D needs identified through reviews sent to SDO	Record of training in accordance with the needs of the department through reviews	2%	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action	Training needs identified at the previous performance review and trig information sent to SDO for further action
	Ensure that capacity support to LMs is given priority	Review and Implementation of the SBDM Capacity building strategy - Infrastructure Services	Evidence of reviewed strategy and support to LM's	Report on capacity building to LM's	6%	Reviewed Capacity Building Strategy for Infrastructure Services Developed	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy	Implementation of Capacity Building Strategy
	Compliance to National Treasury Competency Requirements	To ensure 100% Compliance to National Treasury Competency Requirements (additional 4 unit standards)	100% compliance of 4 outstanding unit standards achieved	Reports on unit standards achieved	2%	15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved
	To ensure implementation of decisions	100% Implementation of decisions for Department taken at Strategic Planning Sessions	100% Strategic decisions implemented for the Department	Report	4%	NA	NA	50% Strategic decisions implemented	100% Strategic decisions implemented
	Co-ordinate recruitment and selection processes	Ensure compliance, implementation and monitoring of the EE Act and SBDM's EE	100% Implementation of SBDM's EE plan	SBDM EE Plan	2%	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually	Full compliance to EE Plan targets and EE Act annually

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PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED)									
General	Lobby for funding	4 Successful submissions to sector departments for Planning and Infrastructure projects	Increased funding or investment as result of submissions and presentations	Reports/copies of submissions	5%	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders	1 Successful submission to sector departments/funders
KPA 4. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT									
General	Exercise financial control over SBDM	Department operating budget within 10%	Within 10% of budget	Annual financial statements	2%	Within 10% of budget	Within 10% of budget	Within 10% of budget	Within 10% of budget
		At least 90% of project budget implemented	90% of project budget implemented	Annual financial statements	7%	Projected expenditure within 10%	Projected expenditure within 10%	Projected expenditure within 10%	90% of project budget implemented
KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION									
General	To ensure that the PMS is implemented and maintained in accordance with Legislation	100% reviews done and performance challenges addressed in Performance Plans	100% of indicators achieved	Performance review reports for 4Q's	3%	100% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed to targets in Performance Plans	100% 3Q reviews done and performance challenges addressed to targets in Performance Plans	100% 4Q reviews done and performance challenges addressed to targets in Performance Plans
	To ensure that the Department complies with legislation applicable to it	Completion of the OHASA quarterly safety checklist and Safety Standards adhered to	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	2%	1st checklist completed and quarterly meeting held	2nd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Risk Management	Ensure that sufficient controls are in place to management risks in the institution	100% controls in place to manage risks	Internal Audit reports	3%	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Irregular, Fruitless and Wasteful Expenditure Policy	100% compliance	Internal and External Audit Reports	3%	100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant municipality	No repeat findings raised in Internal and External Audit	100% compliance to internal controls and SCM	Internal Audit reports and AG Reports	2%	100% compliance to internal controls and SCM legislation	100% compliance to internal controls and SCM legislation	100% compliance to internal controls and SCM legislation	100% compliance to internal controls and SCM legislation

PERFORMANCE PLAN : Theodora Betha (Dir: Infra Development and Community Services)
2018/2019

Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
Exercise financial control over SDM		Reports Ensuring the Department contribute towards the Receipt of a Clean Audit Report	Unqualified Audit Report legislation	Unqualified Audit Report from AG	3% INA		Response provided to Draft Management letter	Receipt of a Unqualified NA Audit report and inclusion of same in annual report	
To ensure effective Council Meetings administration		100% Implementation of Council Resolutions	100% Council Resolutions implemented pertaining to the Department	Report on Implementation of Council Resolutions	3% 100% Council Resolutions Implemented		100% Council Resolutions Implemented	100% Council Resolutions Implemented	100% Council Resolutions Implemented
To ensure effective and efficient service delivery		100% Implementation of the Back 2 Basics Plan of I&P	100% Implementation of the Back 2 Basics Plan issues for I&P	Report	2% 100% Implementation of Back 2 Basics Plan for I&P		100% Implementation of Back 2 Basics Plan for I&P	100% Implementation of Back 2 Basics Plan for I&P	100% Implementation of Back 2 Basics Plan for I&P

CORE COMPETENCY REQUIREMENTS (CCR's) : Theodora Betha (Dir: Infra Development and Community Services)
2018/2019

Core Competency Requirement	Annual Target	Proof	Weighting	September 2018/2019	December 2018/2019	March 2018/2019	June 2018/2019
CCR 1. MANAGERIAL							
Strategic Capability and Leadership	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	20% Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Programme and Project Management	Displays standard aligned to that recommended in the MSA competency guidelines	Evidence of standard achieved as documented in a written report	30% Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
CCR 2. OCCUPATIONAL							
People Management and Empowerment	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	20% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Client orientation and Customer Focus	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	10% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Financial Management	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	12% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly
Interpretation of and Implementation within the	Demonstrated evidence accordingly	Evidence of standard achieved as documented in a written report	8% Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly	Demonstrated evidence accordingly

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CORE COMPETENCY REQUIREMENTS (CCR's) : Theodora Betha (Dir: Infra Development and Community Services)					
Core Competency Requirement	Annual Target	Proof	Weighting	Targets	
				September 2018/2019	December 2018/2019
legislative and national policy frameworks		in a written report			March 2018/2019
					June 2018/2019







ANNEXURE "L"

Eastern Cape: Sarah Baartman District Municipality(DC10) - Schedule of Service Delivery Standards Table 2019/20	
Standard	Service Level
Solid Waste Removal	
Premise based removal (Residential Frequency)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Premise based removal (Business Frequency)	
Bulk Removal (Frequency)	
Removal Bags provided(Yes/No)	
Garden refuse removal Included (Yes/No)	
Street Cleaning Frequency in CBD	
Street Cleaning Frequency in areas excluding CBD	
How soon are public areas cleaned after events (24hours/48hours/longer)	
Clearing of illegal dumping (24hours/48hours/longer)	
Recycling or environmentally friendly practices(Yes/No)	
Licensed landfill site(Yes/No)	
Water Service	
Water Quality rating (Blue/Green/Brown/NO drop)	Water quality testing is performed by the District Municipality for the Local Municipalities within the District. The Local Municipalities have different water quality ratings.
Is free water available to all? (All/only to the indigent consumers)	
Frequency of meter reading? (per month, per year)	Water is only free to indigents
Are estimated consumption calculated on actual consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Duration (hours) before availability of water is restored in cases of service interruption (complete the sub questions)	
One service connection affected (number of hours)	
Up to 5 service connection affected (number of hours)	
Up to 20 service connection affected (number of hours)	
Feeder pipe larger than 800mm (number of hours)	
What is the average minimum water flow in your municipality?	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty water meters? (days)	
Do you have a cathodic protection system in place that is operational at this stage? (Yes/No)	
Electricity Service	
What is your electricity availability percentage on average per month?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Do your municipality have a ripple control in place that is operational? (Yes/No)	
How much do you estimate is the cost saving in utilizing the ripple control system?	
What is the frequency of meters being read? (per month, per year)	
Are estimated consumption calculated at consumption over (two month's/three month's/longer period)	
On average for how long does the municipality use estimates before reverting back to actual readings? (months)	
Duration before availability of electricity is restored in cases of breakages (immediately/one day/two days/longer)	
Are accounts normally calculated on actual readings? (Yes/no)	
Do you practice any environmental or scarce resource protection activities as part of your operations? (Yes/No)	
How long does it take to replace faulty meters? (days)	
Do you have a plan to prevent illegal connections and prevention of electricity theft? (Yes/No)	
How effective is the action plan in curbing line losses? (Good/Bad)	
How soon does the municipality provide a quotation to a customer upon a written request? (days)	
How long does the municipality takes to provide electricity service where existing infrastructure can be used? (working days)	
How long does the municipality takes to provide electricity service for low voltage users where network extension is not required? (working days)	
How long does the municipality takes to provide electricity service for high voltage users where network extension is not required? (working days)	

Sewerage Service	
Are your purification system effective enough to put water back in to the system after purification?	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
To what extend do you subsidize your indigent consumers?	
How long does it take to restore sewerage breakages on average	
Severe overflow? (hours)	
Sewer blocked pipes: Large pipes? (Hours)	
Sewer blocked pipes: Small pipes? (Hours)	
Spillage clean-up? (hours)	
Replacement of manhole covers? (Hours)	
Road Infrastructure Services	
Time taken to repair a single pothole on a major road? (Hours)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time taken to repair a single pothole on a minor road? (Hours)	
Time taken to repair a road following an open trench service crossing? (Hours)	
Time taken to repair walkways? (Hours)	
Property valuations	
How long does it take on average from completion to the first account being issued? (one month/three months or longer)	n/a - The District Municipality does not collect rates as the rates collection is performed by the Local Municipalities within the District. Therefore the annual property valuations performed by the District is for GRAP compliance in the AFS.
Do you have any special rating properties? (Yes/No)	
Financial Management	
Is there any change in the situation of unauthorised and wasteful expenditure over time? (Decrease/Increase)	An amount of R308 518 was disclosed in 2017/18 AFS
Are the financial statement outsourced? (Yes/No)	No
Are there Council adopted business process instructing the flow and managemet of documentation feeding to Trial Balance?	Yes, financial policies are approved by Council on an annual basis
How long does it take for an Tax/Invoice to be paid from the date it has been received?	The municipality ensures that all payments are made within 30 days
Is there advance planning from SCM unit linking all departmental plans quaterly and annually including for the next two to three years procurement plans?	The Procurement plan is developed on an annual basis - multi-year projects are factored therein
Administration	
Reaction time on enquiries and requests?	Immediately
Time to respond to a verbal customer enquiry or request? (working days)	
Time to respond to a written customer enquiry or request? (working days)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
Time to resolve a customer enquiry or request? (working days)	
What percentage of calls are not answered? (5%,10% or more)	
How long does it take to respond to voice mails? (hours)	
Does the municipality have control over locked enquiries? (Yes/No)	
Is there a reduction in the number of complaints or not? (Yes/No)	
How long does in take to open an account to a new customer? (1 day/ 2 days/ a week or longer)	
How many times does SCM Unit, CFO's Unit and Technical unit sit to review and resolve SCM process delays other than normal monthly management meetings?	Weekly Management meetings are held to resolve matters including SCM matters
Community safety and licensing services	
How long does it take to register a vehicle? (minutes)	n/a - The District Municipality does not provide this services as the service is provided by the Local Municipalities within the District
How long does it take to renew a vehicle license? (minutes)	
How long does it take to issue a duplicate registration certificate vehicle? (minutes)	
How long does it take to de-register a vehicle? (minutes)	
How long does it take to renew a drivers license? (minutes)	
What is the average reaction time of the fire service to an incident? (minutes)	
What is the average reaction time of the ambulance service to an incident in the urban area? (minutes)	
What is the average reaction time of the ambulance service to an incident in the rural area? (minutes)	

Economic development	
How many economic development projects does the municipality drive?	The municipality plans to support SMMEs within the District as well as lead new Economic Development initiatives within the District.
How many economic development programme are deemed to be catalytic in creating an enabling environment to unlock key economic growth projects?	The municipality has established a municipal entity to manage all catalytic projects that would impact on the District as a whole
What percentage of the projects have created sustainable job security?	0%
Does the municipality have any incentive plans in place to create an conducive environment for economic development? (Yes/No)	Yes
Other Service delivery and communication	
Is a information package handed to the new customer? (Yes/No)	Not applicable
Does the municipality have training or information sessions to inform the community? (Yes/No)	Yes, IDP and Budget Outreach Programme
Are customers treated in a professional and humanly manner? (Yes/No)	Yes

PROCUREMENT PLAN (2019/2020)

ANNEXURE "M"

No	PROJECTS	2019/20 Budget	Date for SCM process to commence	Type of SCM process required (e.g. formal quote /bid/ order)
	OFFICE OF THE MUNICIPAL MANAGER			
	MANAGEMENT			
MM001	SUPPORT TO LM'S (ROADSHOW)	1,700,000	May 2019	Bid
MM016	STRENGTHENING STRATEGIC PARTNERSHIPS	300,000	July 2019	Order
	SPECIAL PROJECT UNIT			
NEW	YOUTH FUND	750,000	July 2019	Order/ Formal quote
	HIV/AIDS			
MM014	IMPLEMENTATION OF THE HIV/AIDS PLAN	250,000	July 2019	Order
	DEPARTMENT: INFRASTRUCTURE DEVELOPMENT & COMMUNITY SERVICES			
	PROJECT MANAGEMENT			
IN019	RURAL ACCESS ROADS	2,373,000	June 2019	Bid
IN020	INTER CITY BUS TERMINAL	700,000	N/A	N/A
	ENVIRONMENTAL HEALTH			
IN007	EHS CONTRIBUTION MUNICIPALITIES	11,130,000	N/A	N/A
	FIRE SERVICE - HEAD OFFICE			
IN010	FIRE EQUIPMENT FOR LM	2,500,000	Sept 2019	Bid
IN014	CONTRIBUTION TO MUNICIPALITIES	11,000,000	Aug 2019	Bid
NEW	PLANS FOR FIRE STATION BNLM	500,000	June 2019	Bid
IN013	PATERSON INTERGRATED EMERGENCY CENTRE	7,500,000	Sept 2019	Bid
IN011	FIRE TRAINING ASSISTANCE TO LMS	1,100,000	Aug 2019	Bid
	DISASTER MANAGEMENT			
IN017	EDUCATION AND AWARENESS CAMPAIGN	200,000	July 2019	Order
IN018	EMERGENCY CONTINGENCY	600,000	Ad hoc	Ad hoc
IN032	DISASTER MANAGEMENT PLAN LMS	1,500,000	N/A	N/A
	WATER DISTRIBUTION			
IN021	WSA SUPPORT FOR LM'S	1,000,000	Ad hoc	Ad hoc
NEW	COORDINATION ROLE BY DM	200,000	July 2019	Order
NEW	WAR ON LEAKS	1,000,000	Aug 2019	Bid
	DEPARTMENT : ECONOMIC DEVELOPMENT AND PLANNING			
	MANAGEMENT			
ED001	DISTRICT DEVELOPMENT AGENCY	6,000,000	N/A	N/A
NEW	DONOR MANAGEMENT STRATEGY	50,000	July 2019	Order
	LOCAL ECONOMIC DEVELOPMENT			
ED002	AGRICULTURAL SUPPORT	300,000	Sept 2019	Formal quote
ED004	SBDM SMME/CO-OP SUPPORT PROGRAMME	1,000,000	Sept 2019	Bid
NEW	TRAINING IN RENEWABLE ENERGY	200,000	Sept 2019	Formal quote
ED010	BUSINESS DEVELOPMENT FORUM	90,000	Nov 2019	Formal quote
ED011	INVESTMENT PROMOTION	200,000	July 2019	Order
NEW	SET UP ECONOMIC DESK	100,000	July 2019	Formal quote
	TOURISM PROMOTION & DEVELOPMENT			
TOU001	CREATIVE INDUSTRIES	800,000	N/A	N/A
NEW	DEVELOP TOURISM WEBSITE	200,000	July 2019	Formal quote
TOU003	TOURISM MARKETING	2,500,000	May 2020	Bid
TOU004	SBDM SMME SUPPORT PROGRAMME	600,000	N/A	N/A
TOU005	CULTURAL EXCHANGE	400,000	July 2019	Order
	PLANNING UNIT			
IN001	TECHNICAL TOWN PLANNING ASSISTANCE	635,000	July 2019	Formal quote & Order
IN002	IDP SUPPORT TO MUNICIPALITIES	100,000	July 2019	Formal quote & Order
IN029	REVIEW OF SBDM SPATIAL DEVELOPMENT FRAMEWORK	700,000	July 2019	Formal quote & Order
	GIS			
NEW	GIS SUPPORT TO LM'S	200,000	July 2019	Order


No	PROJECTS	2019/20 Budget	Date for SCM process to commence	Type of SCM process required (e.g. formal quote /bid/ order)
FC001	DEPARTMENT: FINANCE AND CORPORATE SERVICES MANAGEMENT ASSESSMENT OF DISTRICT SHARED SERVICES	100,000	July 2019	Order
FC002/3	FINANCIAL ACCOUNTING DIVISION SUPPORT TO LM'S FOR IMPROVING AUDIT OUTCOMES	2,400,000	N/A	N/A
FC019	JOB EVALUATION JOB DESCRIPTION WRITING	1,000,000	May 2019	Bid
OPERATIONAL REQUIREMENTS				
	PROVISION OF MAINTENANCE AND FUEL CARDS AND TRACKING SERVICES		N/A	N/A
	TRAVEL AGENCY SERVICES		Sept 2019	Bid
	MANAGEMENT OF SHORT TERM INSURANCE		N/A	N/A
	PROVISION OF INTERNET & MOBILE DATA SERVICES		Apr 2019	Bid
	SECURITY SERVICES		Jan 2020	Bid
	ADVERTISING SERVICES		N/A	N/A
	CLEANING AND HYGIENE SERVICES		Feb 2020	Bid
	PROVISION OF BANKING SERVICES		Sept 2019	Bid
	PROVISION OF INTERNAL AUDIT SERVICES		Feb 2020	Bid
	PUBLISHING OF SARAH BAARTMAN NEWS		Feb 2020	Bid

Sarah Baartman District Municipality 2019/20 Annual Budget and
MTREF

Municipal Manager's Quality Certificate

I, DM Pillay, Municipal Manager of Sarah Baartman District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name DAYARAN MURUVEN PILLAY
Municipal Manager of Sarah Baartman District Municipality

Signature 

Date 21 MAY 2019